

EUROPE

Stricken industry shows a flicker of life in Russia's topsy-turvy economic world

Anthony Robinson steps through the looking glass into the Alice in Wonderland domain of moribund factories that have survived on barter and are now hoping for fresh money

The 1,000km flight east from Moscow to the industrial cities of the Volga region takes visitors through Alice's looking glass into the topsy-turvy wonderland of the post-Soviet "real economy" - a surreal place that has survived the last decade by barter and non-payment of taxes, suppliers and workers.

This is the economy whose re-invigoration is a declared priority of the new Soviet government.

Here in the industrial heartland of Russia - in the string of towns and cities from Nizhny-Novgorod in the north through Saratov and Volgograd to Astrakhan, where the Volga river flows into the Caspian Sea - the prospect of looser monetary policies and a government more sympathetic to industry inspire hope rather than fear that Russia is about to take a step backwards to central control and economic planning.

In Saratov, a lively regional capital, no one from the populist and reformist governor, Dimitri Ayatskov, to the general director of the virtually bankrupt trolley bus plant expects or believes that Russia can or will return to the Soviet past. But Lenin's words about the occasional need "to take one step backwards in order to move two steps forward" are on many lips.

The directors of the moribund industrial giants of the Soviet era are busy phoning old contacts to make sure that if fresh money is made available, some at least will come their way.

"The question now is how much new money will be made available and who will decide how much goes to whom," says the director of a foreign-owned plant who, like many in the private sector, fears that the new and as yet unformulated policy will simply result in higher inflation and pay-offs among old cronies.

Among those looking for



ward to the changes are the managers of former military plants humiliated by what they see as the "privatisation" of high-tech sectors of the economy.

The loss-making Saratov aircraft factory, which used to produce jump-jet fighters for aircraft carriers as well as the triple-engined Yak-42 passenger aircraft, is a typical example.

Since 1992, when "market

reformers" led by Yegor Gaidar and Anatoly Chubais cut the military budget by 80 per cent overnight, military plants either have closed or have been stripped down.

Condemned to struggle to survive like the rest of the orphaned Soviet economy, former military plant directors have also reverted to the barter economy which has proved practically impervious to the collapse of the Moscow-based banking system.

This is an economic system which makes perfect sense to those brought up within the closed logic of the Soviet command economy, but has little in common with a market economy as understood in the rest of the world.

Alexander Yermishin, the gravel-voiced director of the Saratov aircraft plant, would develop a civilian vertical take-off aircraft if only he had the routes.

A scale model, looking like

a flying saucer, gathers dust in one of the factories. It sits alongside a motley collection of work in progress - including three half-finished training aircraft of a new design and big red combine harvesters being assembled for the US agriculture equipment company, Case.

In the next hall of the vast complex, which used to employ 8,500 skilled workers, five triple-engined Yak-42D are being slowly put together for cash-strapped Russian airlines that pay when they can.

But with Asian and Latin American economies now in

crisis and the rouble devoured, Mr Yermishin is optimistic that the plant will now be able to win new export orders for an aircraft that first flew in 1974.

It has been re-engined and modernised and is on offer at \$25m compared with the \$38m which the director believes is the price of an equivalent Boeing 737 or Airbus 319.

The problem is that at this price range the Yak faces tough competition from rival Russian manufacturers, especially Tupolev, which is building a new model of comparable size.

Restructuring has hardly started in the Russian aerospace sector.

As European and US competitors merge, the Russian aircraft industry struggles to maintain five rival design and construction companies - Ilyushin, Tupolev, Mig, Sukhoi and Yak.

But it is at the Trolza trolley bus factory, across the two-mile-wide Volga river in Saratov's sister-town of Engels, that the problems and survival strategies of the post-Soviet "real economy" can be seen at their clearest.

In Soviet days the sprawling plant was a near-monopoly

supplier of trolley buses across the entire Soviet Union. It produced more than 2,500 rugged vehicles a year with barely a modification.

Over 30 years the state foreign trade company sold more than 3,000 vehicles abroad in markets as diverse as Vietnam and Chile.

Athens now needs to replace the 350 models it bought over a decade ago. Cash-strapped Belgrade is also hoping to "buy" 40 vehicles.

In practice payment will come in the form of red peppers and whatever else the struggling Serbian economy can come up with in barter over the next 10 years.

But the plant's main hope for salvation lies in its ability to raise the \$8m it needs as working capital to start work on a \$25m contract to supply 230 trolley buses to several Russian cities financed by the World Bank.

For the last decade Trolza, virtual industrial museum of lovingly cared-for East German presses and solid Soviet lathes a kilometre long, has just ticked over, producing around 120 vehicles a year in return for potatoes, cables and whatever could in turn be bartered for goods needed to "pay" workers who are mainly at home. It is harvest time now and workers are being paid with potatoes.

"In the old days the ministry for public transport in Moscow ordered trolleys from us and sent them to cities across the Union," said Nikola Polyuk, the plant's director and also the biggest shareholder.

"But when Gosplan and the whole planning system disappeared, local governments were made responsible and none of them has any money. How could they, when 80 per cent of passengers have permits to travel free and the factories that needed public transport to get workers to work are closed?"

Meanwhile continue.

The Spanish government has made clear it intends to keep up political pressure against the Basque separatist group Eta and wants to avoid being hurried into making a concrete gesture in response to the Eta ceasefire announced last week.

Juan Jose Ortega, interior minister, said the state could not declare a truce in return for the initiative and would arrest Eta units if it could. Eta still had to prove its goodwill both before and after the Basque country's October 25 elections, he said. Judicial actions against Eta's funding network would



A youth peers through a wall of photographs of Eta prisoners during a demonstration in Bilbao on Saturday. Eta recently announced a ceasefire in its fight for Basque independence. AP

Madrid determined to keep pressure on Eta

By David White in Madrid

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meanwhile continue.

The daily *El Mundo* said that despite official scepticism, Eta's leadership planned to keep the ceasefire intact while seeking a political solution to the 30-year conflict that has claimed more than 800 lives.

El Mundo's source, whose comments the paper said reflected the views of Eta's hierarchy, was quoted as saying: "When you declare an indefinite, unilateral truce without conditions, you can't back out of it the following month."

Jose Maria Aznar, prime minister, returning a day early from a Latin American trip, discussed the Basque outlook over the weekend with King Juan Carlos and senior ministers, ahead of inter-party consultations due to start this week. A spokesman for the royal family said the king, who rarely meddles in politics, had been in permanent contact with government officials since Eta announced its ceasefire.

A snap poll in the daily *El País* showed Basque residents much less sceptical about the ceasefire than people in the rest of Spain, 57 per cent of whom thought it was a "trap". By contrast, 59 per cent of Basques interviewed believed it was sincere and 73 per cent greeted the news with optimism.

Moscow and Kiev forge new links

By Charles Clover in Kiev

Russia and Ukraine have agreed to set up a joint anti-crisis committee and pledged to re-develop lost trade links, in a sign that the economic crisis buffeting the two countries is bringing them closer together.

"We are guilty of the fact that when this started, we should have gathered together. And because of this, so far, each has been dying separately," said Leonid Kuchma, Ukraine's president, after meeting Boris Yeltsin, president of Russia, at the weekend. "We have agreed to be together, one for the other."

Last week, Mr Kuchma announced that the "best way out" of the region's economic crisis would be for Ukraine to enter a free trade zone with Russia and other countries of the Commonwealth of Independent States. He implied that any such free trade zone would replace a customs union currently in place between Belarus, Russia, Kazakhstan and Kyrgyzstan.

Ukraine has spent much of its short history as an independent state since 1991 trying to distance itself from 350 years of imperial rule by Russia. But over the past year and a half, Kiev has shown willingness to deepen co-operation with its neighbour.

In May 1997, the two countries signed a treaty of friendship, while in February, they signed an agreement designed to more than double trade over the next ten years. But with both facing financial meltdown, this growing interdependence appears to be taking on a new character.

Trade between Ukraine and Russia totalled some \$17bn last year, 40 per cent of Ukraine's total, and 15 per cent of Russia's. Ukraine imports over half of its primary energy from Russia, mainly natural gas and oil products, much in demand as winter approaches.

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MORE THAN A CONNECTION

ASIA-PACIFIC

INDONESIAN BANKING GOVERNMENT DECISION TODAY ON CHARGES AGAINST OWNERS WHO BROKE LEGAL LIMITS ON LOANS TO THEMSELVES

Doubts over Jakarta bid to recoup \$12.5bn

By Sander Thoenes in Jakarta

The Indonesian government hopes to recover some of the \$12.5bn lent to failing banks today and may start prosecuting fraudulent bankers.

But analysts say little can be recovered and predict the more important change will be a removal of legal obstacles to restructuring banks.

The attorney-general's office said it would decide today whether to press charges against bank owners

who broke legal limits on lending to themselves, and indicated it would get tough on any banks which failed to repay their share in Rp150,000bn (\$12.5bn) in central bank credits to ailing banks.

The government has also told the Salim family, which owned Bank Central Asia (BCA) jointly with two children of former president Suharto, that they could regain a minority stake if they paid back Rp30,000bn in

credits or lose all rights to the country's largest private bank.

If officials produce results today it would mark a second step in banking reforms following the closure of three banks and nationalisation of Bank Danamon, the second largest private bank, last month. The government had closed 23 banks earlier in the crisis and stepped up supervision of 48 others but did little to address their liquidity problems.

Few expect serious legal action against delinquent bank owners, including children and close friends of Mr Suharto, as many of them have close links with senior officials in the new government. "They'll just say the banks did what was required," said Umar Juoro, an economist. "If they bring the bankers to court they bring themselves to court. In the end they'll put one or two people in jail but they will procrastinate first."

Sjahri Sabirin, the central bank governor, said last week that owners had already returned Rp70,000bn, including more than Rp20,000bn from the Salim family. But he would not say how much was cash and how much was a pledge of assets.

Some bank officials said they planned only to formalise a pledge of all their assets, made earlier this year in return for central bank support. That would remove

legal obstacles to transferring bank assets to a new government asset management unit. Without such a formal pledge minority shareholders could claim expropriation and sue.

Most of the transferred assets would be the loan portfolios, much of it bad debt and property. Some will offer shares in enterprises they own, but many companies have more debt than assets and shares are often pledged to other creditors.

The government promised the International Monetary Fund that it would finalise plans for restructuring and recapitalising Danamon, BCA and two smaller banks by the end of this month, including the sale of shares in BCA and possibly Danamon to foreign investors.

It also promised a long-awaited plan for saving a handful of large banks that are still liquid but face negative spreads because of high interest rates.

milk in tubs marked *reformasi*, or reform. People snapped up tapes of his speeches.

As the authorities kept their distance, waiting for the Queen to come and go, Mr Anwar seized the opportunity to travel to the countryside, where he drew tens of thousands at each stop.

On Saturday two men - Mr Anwar's adopted brother, Sulki Darmawan, and his former speechwriter, Munawar A. Azeez - were each sentenced to six months in jail by the Sessions Court after pleading guilty to committing acts of gross indecency by allowing themselves to be sodomised by Mr Anwar.

He has denied the allegations and said he was framed by his opponents.

Undeterred, the crowd rallied to Mr Anwar's side yesterday in Independence Square. Dr Mahathir was finally forced to act.

"A lot of people still don't believe the charges," said Fan Yew Teng, a writer and social activist. "It looks like home quickly grew to 10,000 and Mr Anwar erected a 20-foot tall television screen so everyone could hear him speak. Hawkers sold soy sauce. They want to contain it."



Anwar and his wife, Wan Azizah, appear before supporters in Kuala Lumpur yesterday

Reuters

Mahathir underestimates the power of public backlash

Strength of support for his sacked deputy forced the premier to act during the Commonwealth Games. Sheila McNulty reports

When Mahathir sacked his deputy and political rival, Anwar Ibrahim, earlier this month, he clearly never expected a significant public backlash.

But the heckles of a few hundred ardent Anwar supporters metamorphosed in barely two weeks into a gathering of 40,000-60,000 Malaysians in Independence Square yesterday demanding reform.

It was too much. Riot police dispersed the crowd with water cannons and teargas, broke into Mr Anwar's house and arrested him.

Normally, Malaysians refrain from openly discussing the country's leadership. Students are forbidden to engage in politics. Few dare criticise their prime minister, who tolerates little opposition.

Yesterday evening in Kuala Lumpur normally reticent Malaysians had bravely pushed past dozens of riot police around Independence Square to hear Mr Anwar shout through a megaphone to defend himself against allegations of sodomy and treason.

It was an embarrassing position for Dr Mahathir: near the square, Britain's Queen Elizabeth II was attending the Anglican cathedral just hours after arriving for one of the most important international events ever staged in Malaysia - the Commonwealth Games.

"Malaysians have waited long enough. We have given Dr Mahathir enough time," Mr Anwar shouted. "Enough is enough. Dr Mahathir should resign. Resign now. Save Malaysia."

But the prime minister

miscalculated the tenacity of the crowd. His supporters expected it would quickly disperse when the games began. Instead, the pressure became more intense.

Every night, thousands of Malaysians - Malay, Chinese and Indian - gathered at the home of Mr Anwar to listen

to him angrily denounce the government that cast him out. He insisted he was being framed for becoming Dr Mahathir's only political rival.

"He picked the wrong guy," Mr Anwar shouted angrily, vowing to defend himself as long as he was

Telecom pay cut plan in HK sparks protests

By Louise Lucas in Hong Kong

Workers at Hongkong Telecom are planning a ban on overtime today, following a weekend of street protests and petitions against the group's proposals for a 10 per cent pay cut.

The clash, which pits one of the territory's biggest employers against the bulk of its 13,800 workers and raises the prospect of strike action at the dominant telecoms operator, could set precedents as recession deepens in Hong Kong. So far, only a handful of companies have attempted to cut wages.

"People know very well that being a company with a profit of over HK\$100bn (\$1.3bn), Hongkong Telecom is really leading the way for other employers to follow suit, especially other not so profitable employers," said Lee Cheuk-yan, a member of the legislative council.

Hong Kong's maintenance of its fixed exchange rate regime has effectively devaulled assets instead - both property and the stock market have seen their value halved from the peaks last year - but other business costs have proved less flexible.

For companies faced with weak demand, especially

those serving clients in Asia, cost-cutting so far has centred on redundancies. Last Thursday, shortly before Hongkong Telecom unveiled its pay cut plan, the government said unemployment had reached a 15-year high of 5 per cent.

Unemployment benefits are minimal and there have already been concerns that the growing unemployment rate will hit banks with a rise in mortgage defaults, which are now tiny.

The Hongkong Telecom dispute could also have ramifications for the territory's industrial policies.

Hongkong Telecom's international direct dialling monopoly was terminated prematurely as part of efforts to liberalise the telecoms sector.

The government is due to announce next month whether or not it will award new fixed-line licences; existing operators have made clear their objections to expanding competition in the current market.

Nonetheless, analysts had thought Hong Kong would stick with its pro-competition reputation and award more licences. In the present climate, that now looks increasingly unlikely.

The market saw a 2.7 per cent rise on Saturday, with the shares of all three banks involved hitting the market's 7 per cent daily upward limit.

The three banks said on Sunday that the matter was up to their shareholders to decide, but a merger would, in any case, take a long time to negotiate.

Hua Nan has a shareholders' meeting on Thursday while the other banks both have shareholders' meetings on October 17. The merger is not on the agenda of any of the meetings but is likely to be discussed.

The proposal has generated strong opposition from employees of the banks and their unions.

Currently all three banks have around 130 branches and between 6,000 and 7,000 employees. A merger is likely to result in the closure of more than 100 branches and the loss of at least 7,000 jobs.

Pressure growing on Asia's welfare states

By Nicholas Timmins, Public Policy Editor

Many of Asia's low-spending welfare states - often cited by commentators in the mid-1990s as a potential model for the west - are under severe pressure and unlikely to be sustained, according to a study from the London School of Economics.

Public spending on social welfare, ranging from health to benefits, accounts for only just over 5 per cent of gross domestic product in Singapore and Hong Kong, 10 per cent in South Korea and Taiwan and little more than 15 per cent in Japan. In Europe the figure is 25 per cent and often much more.

But the factors which have produced low spending - chiefly enterprise welfare, where companies cover employees and often offer lifetime employment, and family welfare, where both income and caring is shared across the generations - are

under mounting pressure, according to Didier Jacobs of the LSE's Centre for Analysis of Social Exclusion.

In addition, despite their younger age structure, the Asian economies all face ageing populations. The picture varies by country, as does the precise structure of their welfare systems, but all are facing serious challenges made far worse by the Asian crisis. Mr Jacobs says: "Ageing populations are putting a strain on the family as an alternative to public welfare, but equally, enterprise welfare is being put under stress by globalisation, increased competition and the current financial crises which will raise the problem of unemployment."

Unemployment is already a major issue in South Korea, he says, even though most job losses have been in small and medium-sized enterprises, not big conglomerates. Japan has only just begun to address its rapidly

ageing population, and after the longest recession since the second world war the tradition of a company job for life is under pressure.

Korea and Taiwan have both passed welfare state legislation which in time will push up spending on pensions and other benefits. And while Singapore and Hong Kong face less acute difficulties, their heavy reliance on the private sector leaves them with a dramatic gap in income between the rich and poor.

The challenge to east Asian social welfare systems is that burden carried by families and enterprises may be too heavy," Mr Jacobs says. Despite their success in recent years, "they are under a lot of pressure and are unlikely to be sustained."

Social Welfare Systems in East Asia: A comparative analysis. CASE, LSE, Houghton Street, London WC2A 2AE

Taiwan ponders merger of three banks

By Lawrence Eskin in Taipei

Taiwan's legislature is to consider a proposal to promote a merger between the island's three biggest commercial banks, Chang Hwa Commercial Bank, First Commercial Bank and Hua Nan Commercial Bank.

A new merged bank would have assets of T\$3.16bn (US\$91.5bn), putting it among the world's 90 biggest banks.

It would rank 22nd in size in Asia and would be almost twice the size of the Bank of Taiwan, currently the island's biggest financial institution.

A recent spate of bank mergers in the US has prompted the idea of creating a large Taiwan bank. Tremendous savings could be made on costs by merging the three, whose businesses largely overlap. In addition, their combined assets would make the new bank a big regional, perhaps international, player.

The merger will be formally proposed in the legislature on Wednesday by Lin Wen-lang, an opposition member.

All three banks involved are listed on the Taiwan Stock Exchange but their original owner, the Taiwan provincial government, remains their biggest shareholder, retaining a 42 per cent stake in First Commercial, a 41 per cent stake in Hua Nan and a 30 per cent stake in Chang Hwa.

The provincial government is, however, due to be abolished in its current form on December 25 this year, after which its assets will pass to the central government. With the legislature giving impetus to merger discussions, the attitude of the Ministry of Finance towards the merger will be crucial.

A ministry statement on Saturday said that it would support the merger if it gained the approval of the management and shareholders of the three banks.

The local stock market showed its enthusiasm for the merger on Saturday when rumours of Mr Lin's proposal turned around sentiment, which has been bearish all week.

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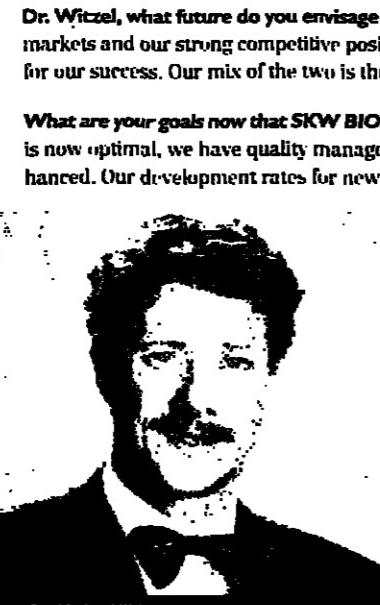
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SKW TROSTBERG DIALOG WITH INVESTORS

"Our earnings growth should continue at an above-average pace."

INTERVIEW WITH DR. MICHAEL WITZEL, MEMBER OF THE BOARD OF MANAGEMENT RESPONSIBLE FOR THE NATURE PRODUCTS DIVISION



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of three
banks

By Louise Kehoe
in San Francisco

Millions of visitors to web sites broadcasting videotape images of President Bill Clinton before the grand jury threaten to bring the global computer network to a halt today, delaying electronic mail and erecting a temporary roadblock in the path of electronic commerce.

The Internet advanced its role as a primary news medium last week, when millions of computer users logged on to read the Starr report. But the true test may come with today's release of the president's videotaped testimony.

If the tapes arouse the same level of interest as last week's 445-page document,

internet traffic may be slowed by a factor of about 200 per cent, predicts Mark Cuban, president of Broadcast.com, a leader in the emerging field of Internet broadcast services.

Broadcast.com will "host" the video showing of the Clinton videotapes for CNN Interactive, the website that was first to serve up the Starr report. Other news services planning to put the videotapes on their websites include ABC, MSNBC and Fox News.

Internet news services are determined to maintain their lead over traditional media. Last week, TV stations were forced to resort to showing images of computer screens as they struggled to keep pace with the instant mass

publishing capabilities of computer networks.

But television may reclaim its role today. Although video broadcasting via the Internet is technically feasible, the technology is still imperfect. Pictures are often jerky and the audio may be muffled. Far easier to turn on the TV.

The size of today's Internet audience is hard to predict, therefore. Timing may have a lot to do with it. The tapes are expected to be released at 9am Eastern Standard Time in Washington, which is 2pm in London. Many office workers are unlikely to have access to a television at that time, but they might want to catch a glimpse of the four hours of videotapes on their desktop PCs.

Special software is also required. Two programs - Real Player from RealNet works (www.real.com) and Windows Media Player from Microsoft (www.microsoft/windows/media-player) will do the job. Either can be downloaded

CNN interactive is expecting a second flood of visitors at the end of the business day as computer users take advantage of its "on demand" service which enables users to view the video at their own convenience.

There are drawbacks to internet viewing. For a start,

only people with up-to-date PCs will be able to view the videos online. Most PCs more than two years old will not be up to the task.

Like a highway system, the Internet has critical junctions. If they get clogged, the effects may quickly be felt far afield, says Mr Cuban of Broadcast.com.

"It is as if you are trying to enter a tunnel blocked with traffic," he explains. "Before long, the back-ups get so long all Internet users are affected." If Internet services are seriously degraded by hundreds of thousands of people trying to view the Clinton videotapes, business users may begin to worry about growing dependence upon the public computer network.

free of charge, but it takes about half an hour to install the software, depending on modem speed.

The release of the historic videotapes presents a serious challenge to the Internet infrastructure. The problem is that video files are huge when they are converted into the bits and bytes of the computer world. If large numbers of PC users attempt to view the approximately four hours of Clinton tapes, they could cause a huge data jam.

Unlike the Starr report available on dozens of news web sites, the videotapes will be accessible at only a few sites equipped to handle video broadcasting. Excess demand at these web sites could cause back-ups on regional networks, primarily on the east coast of the US. From there data traffic jams could spread.

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Middle class
Moms
turn off

By Louise Kehoe
in San Francisco

Clinton
loses
ground
in polls

By Stephen Fidler
in Washington

Opinion polls published over the weekend suggested a hardening of public attitudes towards President Bill Clinton in the week since the release of the report by Kenneth Starr, the independent prosecutor, which described the president's affair with Monica Lewinsky.

The main source of comfort for the White House amid the damaging revelations in the Starr report has been Mr Clinton's continued high approval rating. Yet a poll by Newsweek magazine, conducted on Thursday and Friday, found 48 per cent of people thought he should consider resigning, up from 38 per cent a week earlier.

Some were clearly irritated by the whole topic. "I'm environmental chairman of my fishing club so I get a lot of e-mail," explained one father. "Now, I have to plough through all the Clinton jokes - pages of them - that people keep sending me."

The moms were unanimous in their revulsion at the release of "more detailed" accounts of President Clinton's affair with Monica Lewinsky. "We've had quite enough detail to know what happened. What more do we need to know?" asked one.

The prospect of the teenage girls (12- and 13-year-olds) on the field being exposed to yet more X-rated materials from Washington worried some. A drama teacher said she had been forced to rule the Clinton affair out of bounds in her sixth-grade "improv" class (11-year-olds). "They know all about it. The boys were pretending to smoke cigars..."

The consensus seemed to be that congressional Republicans were attempting to force the president to resign and that they might well be successful. Few people among this group would shed a tear over his departure, it seemed.

A poll by CBS News released yesterday suggested a hardening of attitudes.

According to this poll, with a similar 4 per cent margin of error, 56 per cent believed

Mr Clinton should be censured by Congress, while 37

per cent favoured resignation, a slight increase from the previous week's results.

In another poll, for Fox News, just 38 per cent of those surveyed approved of the way Congress was handling the matter. Fifty per cent disapproved of the way Republicans were handling the issue, compared with 45 per cent who disapproved of the Democrats.

Clinton videotapes may jam internet

Clinton's videotape testimony is unlikely to have a decisive effect on whether he is impeached or not, says Gerard Baker

At 9 o'clock this morning, just as America's pre-schoolers would normally be sitting down to another episode of Arthur the Aardvark, the leading television networks will interrupt their broadcasts and begin relaying a heated four-hour exchange between several middle aged men about oral sex, genital stimulation and the meaning of the word "is".

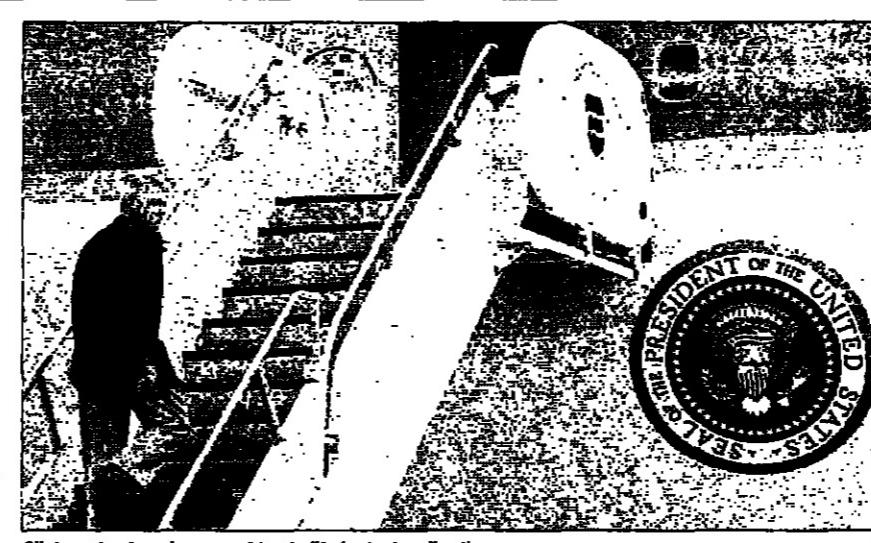
According to those who have seen the tape of President Bill Clinton's testimony before the criminal grand jury conducted on August 17, it portrays a defensive president struggling to control his temper as his interrogators press him with detailed questions about the nature of his relationship with Monica Lewinsky. But, in between the bickering over sex and semantics it also contains moments of humour, and, say the president's defenders, portrays Mr Clinton at times in an almost sympathetic light.

Indeed, by the time the nation has had the chance to divide on the issue of Mr Clinton's future along heavily partisan lines, Democrats believe he has committed a grave wrong, but do not see it as serious enough for impeachment; most Republicans want him out of office for what they see as

"high crimes and misdemeanours". So far, only a small minority of Democrats agree the president's alleged crimes are impeachable.

Republicans in Congress know they have to break down this division if they are to succeed with impeachment. But this problem of partisanship in the country is exacerbated by the way in which the Congress is tackling the issue. The House judiciary committee, which will initially decide whether the offences warrant a full impeachment hearing, is one of the most sharply divided in Congress. Last week's decision to release the videotape, and more than 2,800 pages of supporting documents for the report of Kenneth Starr, the independent prosecutor, was highly partisan.

Most of the public seems to divide on the issue of Mr Clinton's future along heavily partisan lines. Democrats believe he has committed a grave wrong, but do not see it as serious enough for impeachment; most Republicans want him out of office for what they see as



Clinton: the American president's life looks less than ever

it goes on, the judiciary committee's partisan conduct could damage their case against the president. A poll published yesterday for CBS News showed a sharp drop in support for the current Congress - a 12 percentage point fall in a week. Republicans know the impression of partisanship could kill off their impeachment inquiry.

Democrats are aware by portraying the process as one-sided they may give themselves the one thing they have lacked in the Lewinsky affair - a political position they can defend.

The first stage of the impeachment process, therefore,

the judiciary committee's proceedings, seem certain to continue to be dogged by a curious tussle over the members of Congress... Let's give everybody an opportunity for some fairness here. Right now what we're doing is not good," said Maxine Waters, a Democrat.

President Clinton hopes that this curious spectacle - "unilateral bipartisanship", one member called it - will undermine the process itself. But there is an inexorable quality to the proceedings, and for all their flawed political nature, it far from clear they can be derailed at any time soon.

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are states

INTERNATIONAL

53RD UNITED NATIONS GENERAL ASSEMBLY KOFI ANNAN SEEKS TO PAVE WAY FOR TACKLING A HOST OF UNRESOLVED WORLD ISSUES

UN chief seeks role for millennium



By Laura Silver at the United Nations in New York

Kofi Annan, secretary-general of the United Nations, today seeks to capture the imagination of world leaders assembled for the opening of the third general assembly.

His message of global politics for the new millennium is part of the fresh role Mr Annan believes the United Nations must forge for itself. "He will try to spell out a vision that takes into account the changes of globalisation, which have been on the whole positive, but these benefits are not felt equally. Millions are living on the margins," said Shashi Tharoor, a close aide. It was now time to "get the world leaders to see that there is a lot we can do collectively," he said.

Opening his second general assembly, Mr Annan has completed some of the reforms he proposed last year. But with problems - including the reform of financing and the Security Council - unresolved, the UN is not yet the modern, solvent institution he would like it to be. The 185-member institution born at the end of

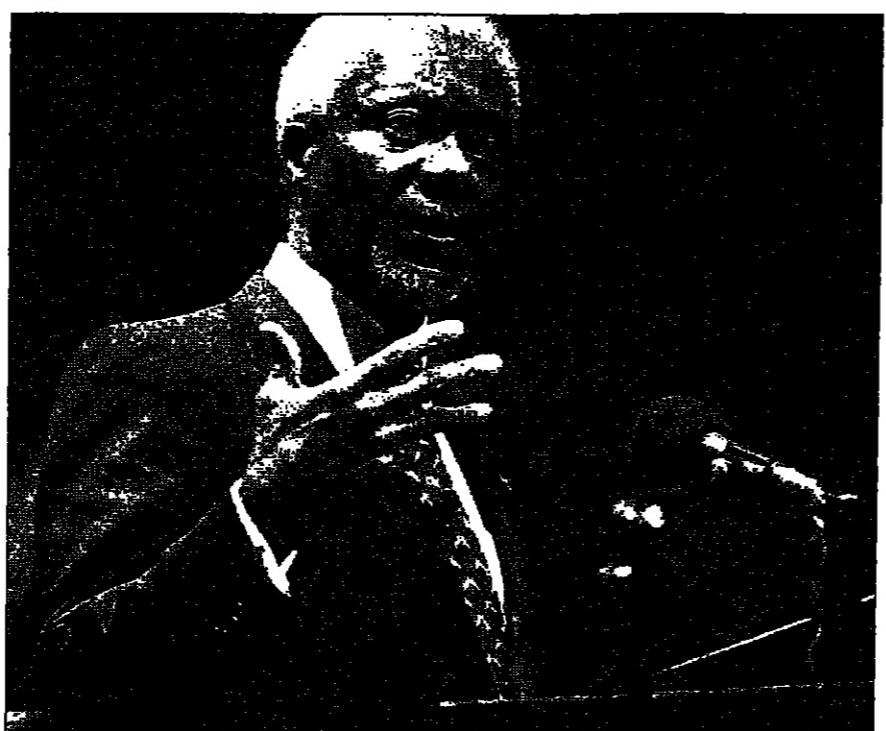
the second world war is still shedding its old skin and adapting to the changed post-cold war world.

With terrorism, growing economic instability and poverty, and conflicts round the globe set to dominate the opening of the assembly, Mr Annan is seeking to map out an agenda for the new millennium.

The circumstances, however, are not ideal. Washington has no senior envoy in what is regarded as the most powerful US diplomatic post after secretary-of-state. The nomination by President Bill Clinton of Richard Holbrooke, the architect of the Dayton peace accords in Bosnia, as US ambassador to the UN is being investigated, which could leave the seat empty until next year.

The US has yet to pay some \$1.6bn in outstanding dues and could lose its vote in the general assembly unless Congress approves payment.

Mr Annan's agreement with Iraq has unravelled. Last February he averted US military intervention by striking an accord with Iraq's President Saddam Hussein to allow UN weapons inspections. Baghdad has again suspended co-operation but the US this time is unwilling to threaten the use of force and is pressing Mr Annan to take the lead in seeking a solution.



Kofi Annan: not helped by an equivocal US

He appears reluctant to take on what appears a non-win situation. He recently joked in private that "SG" did not stand for secretary-general, but scapegoat.

Despite efforts by Mr Annan to address the plight of Africa, the situation there has deteriorated - including war in the Congo, a stalemate in Western Sahara, fail-

ure in Angola to implement fully a four-year-old peace accord and the possibility of war, and an unresolved border dispute between Ethiopia and Eritrea.

Foreign ministers on Thursday will hold a Council session on Africa but, with memories of UN failures in Somalia and Bosnia still

fresh, the Security Council has been loathe to approve full-scale peacekeeping missions, relying on regional organisations to do the job instead.

The west is hoping that India will act on nuclear fears

"There is a growing recognition that the UN is far removed from the centre - a realisation that regional organisations or powers can better resolve crises," said a western diplomat.

Mr Annan is concerned about the continuing violence by Serbia in Kosovo. The Council has done little more than demand an end to the conflict and impose an arms embargo, which is widely violated.

The Council has repeatedly addressed the conflict in Afghanistan but has made no progress.

Madeleine Albright, US secretary of state, will hold talks with her Russian counterpart and officials from the six states bordering Afghanistan. It will also mark the first meeting between senior US and Iranian officials since shortly after the revolution nearly a decade ago. The Taliban controls most of Afghanistan but they do not hold the assembly seat.

With most world leaders in New York, the general assembly has always presented an ideal opportunity for bilateral meetings although Ms Albright and her Iranian counterpart, Kamal Kharazi, do not plan to speak directly.

India and Pakistan will hold face-to-face talks, which diplomats hope could ease tensions in the wake of their recent nuclear tests. It is also the first time an Iranian president has visited the UN in a decade and it could be the last general assembly for Nelson Mandela, the South African president.

NEWS DIGEST

OPENINGS FOR FOREIGN SUPPLIERS

China draws up blueprint for hydro-electric power

China plans to construct five large hydro-electric power stations costing a total of \$7.25bn by 2010, creating significant demand for international financing and equipment from foreign suppliers. The plan, reported by the official media, comes as China has overtaken most of its provinces, industry executives said. The blueprint, however, envisages disproportionate growth in hydropower generation over the next 12 years as the country reduces reliance on coal-fired stations.

China currently exploits only 15 per cent of an estimated 378m kW of hydropower potential, compared with 50-90 per cent in some developed countries. Coal-fired stations generate about 70 per cent of the nation's electricity. The State Power Corp was to undertake the projects, according to the blueprint, but much foreign financing and investment would be needed. James Kyng, Beijing

COLOMBIAN CENTRAL BANK

Pressure eased on companies

Colombia has cut the amount of money companies must deposit with the central bank on loans obtained from abroad, as part of efforts to take pressure off the interest and exchange rates. The move, last Friday, follows a decision by Chile to cut the rate on a similar reserve requirement to zero. Both announcements follow sharp rises in the risk premiums Latin American governments and companies must pay for borrowing on the international capital market. The reduction of the reserve requirements should help offset some of this increased borrowing cost.

The Colombian central bank cut the proportion of external credit that must be lodged with it from 25 to 10 per cent. It also cut the length of time that the money must be deposited from 12 to six months. The requirement - introduced in 1993 - was reduced from 30 per cent in January. Richard Lapper, Latin America Editor

COPPER MARKET

Sumitomo settles class actions

Sumitomo Corp, the Japanese trading company, has agreed to pay \$42.5m to settle two US class actions related to its alleged manipulation of the copper market between 1993 and 1996. In September 1996, the company revealed losses of about \$2.6bn or Y285bn due to unauthorised copper trading by Yasuo Hamanaka. The settlement, which must be accepted by the California Superior Court, would conclude all outstanding class actions against the company, said Sumitomo. It vigorously denied the plaintiff's allegations under the antitrust statutes of 19 US states and denied liability or any wrongdoing.

During the first half of the financial year the company will take a \$35.5m charge, equivalent to Y5bn, to cover the settlement. To make the full \$42.5m payment, the group expects to use \$7m from a fund set up in May as part of its settlement with the US Commodity Futures Trading Commission. In August, Sumitomo paid \$99m to reach a proposed settlement with members of a class action in New York. Mr Hamanaka was sentenced to eight years in prison for forgery and fraud by a Tokyo District Court in March. Paul Abrahams, Tokyo

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Call to raise
limits on size
of new City
buildings

Leader
opposite
warned
over pa
euro pa

NEWS SECTION
BUSINESS FOR FOREIGN SUPPLIERS
India draws up blueprint
for hydro-electric power

INDIAN CENTRAL BANK
Tension eased on companies

MARKET

Aetna settles class action

LONDON OFFICE SPACE

Call to raise limits on size of new City buildings

By Norma Cohen,
Property Correspondent

The Corporation of London is expected to ask the Government Office for London - the body planning the new office of directly elected mayor - to allow new buildings in the City of London to be twice as big as the proposed tight limits.

The corporation - the municipal authority for the City of London - wants a permitted height of 100m (105 yards) or bulk of 400,000 sq ft.

Had the proposed restrictions been in effect last year, it would have delayed or halted roughly a quarter of all development in the City, said Stuart Fraser, chairman of the corporation's planning and transport committee.

The corporation will be holding a consultation exercise with property owners, developers, occupiers and investors about its response to the government's proposals on the powers of the new mayor and Greater London Authority.

In a policy document issued last summer, the Government Office for London proposed that planning applications on buildings of "strategic significance" be called in for review.

It defined those buildings as anything above 200,000 sq ft in bulk or 50m in height - about a third of the height of the International Financial Centre, formerly the NatWest Tower, the second-tallest building in the UK.

Height and bulk is a criti-

Ballot row puts pressure on Blair leadership

By George Parker,
Political Correspondent

The leadership of the governing Labour party yesterday faced fresh claims that it is bending party rules to stop leftwing candidates winning places on the national executive committee, its ruling body.

It emerged yesterday that ballot papers were sent to up to 100,000 lapsed members, many of whom are thought to be newer members tending to favour Tony Blair, the prime minister.

Mark Seddon, one of six leftwing candidates challenging for a place on the NEC, said the move breached party rules and should be investigated.

The row is an embarrassment for Mr Blair, who has been accused by leftwing critics of having an authoritarian desire to stamp out criticism of his leadership at all levels of the party.

Many senior party figures have been wheeled out to criticise the candidates on the leftwing slate, most recently Neil Kinnock, the former Labour leader and EU transport commissioner.

Labour headquarters yesterday denied that as many as 100,000 ballot papers were wrongly distributed. But it could not confirm a figure.

The party blamed a "badly drafted constitution", put together when the rules were changed last year, for confusion about who was eligible to vote.

Tom Sawyer, general secretary of the Labour party, said there was "some confusion" over the membership rules.

He insisted that when the matter was drawn to his attention he took legal advice which "supported my decision to err on the side of caution in allowing the relevant individuals to vote".

Some observers in London claimed the lapsed members had partly been included in the ballot to disguise falling membership numbers.

The results of the NEC ballot will be announced at next week's Labour conference in Blackpool, in north-west England, and will be an indication of how deep-rooted the Blair revolution is in the Labour party.

cal issue in the City, where financial services firms, the majority of tenants, increasingly want large areas to accommodate vast trading floors and buildings large enough to accommodate thousands of employees.

Last year, Merrill Lynch, the US-based investment bank, received planning permission to redevelop a 60,000 sq ft site in the City for its new headquarters. Several other developments of more than 200,000 sq ft of space have received planning permission within the past year.

Financial companies which really need buildings may have delayed or halted roughly a quarter of all development in the City, said Stuart Fraser, chairman of the corporation's planning and transport committee.

The corporation will be holding a consultation exercise with property owners, developers, occupiers and investors about its response to the government's proposals on the powers of the new mayor and Greater London Authority.

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Height and bulk is a criti-

Leader of opposition warned over party euro poll

By George Parker

William Hague, the leader of the opposition Conservative party, will today launch his party's internal ballot on the European single currency, amid renewed warnings from senior party figures that the exercise would be futile and divisive.

Mr Hague will be bolstered by an opinion poll which suggested he will easily win the poll of about a third of a million registered party members.

But Michael Heseltine, the former deputy Conservative prime minister, renewed his attack on the ballot - which will cost £200,000 (£485,000) - claiming it was "irrelevant" and would only confirm what was already known about the views of activists.

Mr Heseltine and Kenneth Clarke, the former chancellor of the exchequer, are expected to become increasingly vociferous in their opposition to Mr Hague in the run-up to next month's party conference.

Mr Heseltine argued that the party needed to win back former Conservative voters who switched to pro-European Labour and Liberal Democrat candidates at the last election.

"We've tried all this in government - every time we were a bit tougher on Europe our support went down," he said.

But Mr Hague will claim he was vindicated if his view that Britain should stay outside the euro during the lifetime of the next parliament is overwhelmingly endorsed.

A poll in the Sunday Times newspaper of 117 local party chairmen found 88 per cent would support the leadership. Only 10 per cent said they would vote against.

Meanwhile, Michael Portillo, former chief defence minister and ardent Eurosceptic, has indicated he hopes to make an early return to parliament in a by-election.

The results of the NEC ballot will be announced at next week's Labour conference in Blackpool, in north-west England, and will be an indication of how deep-rooted the Blair revolution is in the Labour party.

Harsh words on manufacturing performance fail to stand up

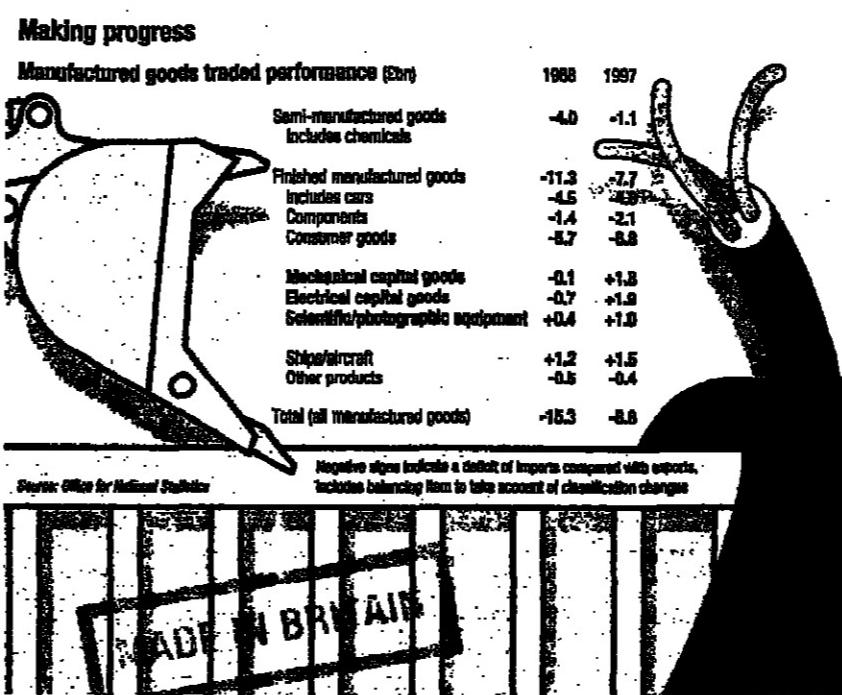
Treasury claims of low productivity are contradicted by government data, writes Peter Marsh

Recent criticism by the Treasury of low productivity in UK manufacturing is belied by the government's own data indicating a big turnaround in export performance by much of the sector in the past 10 years.

Figures obtained for the Financial Times by the Office for National Statistics reveal that Britain's combined mechanical and electrical engineering industries - about a quarter of which are foreign-owned - had a trade surplus last year of £3.7bn (£6.1bn) compared with a deficit of £0.8bn in 1988.

The improved performance, due mainly to an increase in exports, is part of a big improvement in the trade balance in the capital goods sector, covering a range of industrial equipment. It is the most significant turnaround in trade performance of any single sector of the UK economy in the past decade.

Between 1988 and last year, capital goods exports



said the data underlined the improved competitiveness of an important part of UK manufacturing. The figures indicated that some aspects of the Treasury's criticisms of industry for low labour productivity had been "overdone".

He added: "It is unifying to see Gordon Brown [the chancellor] bashing manu-

facturing industry at a time when it is under extreme pressure due to the high pound." Many of the federation's member companies have been complaining of difficult trading conditions due to the level of sterling and gathering world economic gloom.

In recent months, Mr Brown and other govern-

ment colleagues have been holding seminars to alert industry to ways of improving productivity to the levels of international rivals. Studies by the McKinsey consultancy company have shown that UK labour productivity is significantly higher than in other developed countries in a range of industries.

But Mr Kernohan said the improved trade performance showed that labour productivity figures gave only part of the picture, with companies' ability to maximise output from a fixed amount of capital investment also being important.

John Walker, chairman of Oxford Economic Forecasting, a consultancy, said the trade data indicated "improved competitiveness" by a big part of industry.

"The trade figures [in the past decade] have held up better than many of us thought, though there is a danger of the improvement being messed up by the appreciation in sterling."

Since 1988, Britain's capital goods industry, which encompasses a large swath of manufacturing from taps to tractors, has been among the sectors with the largest unsung success stories on the export front.

Capital goods exports (which do not include cars) have

increased nearly 2½ times to £31.8bn last year, comfortably above the rate for the increase in Britain's total merchandise exports.

The industry's performance is one of the main reasons why Britain's total deficit on manufactured goods shrunk from £15.3bn in 1988 to £8.8bn last year.

Prospects for the next few years look less rosy. As the high pound has cut into manufacturers' export margins, many engineering companies are struggling to keep up overseas sales. The result is likely to be a narrowing of the capital goods surplus this year and next.

Unpublished findings from the National Institute of Economic and Social Research, an economics think-tank, indicate that roughly one-eighth of the improved export performance of the whole of manufacturing since 1988 has been due to inward investment.

This percentage is likely to have been significantly higher for the UK capital goods sector, as opposed to manufacturing generally, on the grounds the sector has seen a large volume of inward investment from US, Japanese and German companies.

Engineering shake-up, Page 20

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DIVIDEND & INTEREST PAYMENTS

TODAY

Abbey National Treasury
Cno-Tec 10 Lkd Gtd Nts 2006
FFr135.0
Ablurst Scotland Inv 1.3p
Alcan Aluminium 50.15
Anglova 50.17
BPI Cap Fis Ser B Step-up
FRN Gtd N/Vg Pf
\$0.45
Beacon Inv Tst 1.7p
Birmingham Midshires Bldg
Sch FRN 2000 2202.81
British Telecom 11.45p
Commonwealth Bank of
Australia 13.4% Bd 1999
AS137.50
Heitton IP2.8p
M & G Equity Inv Tst 0.98p
Do Package Units 0.99p
Nash (Wm) 2.7p
SGW Fis 13.4% Gtd Nts 2001
AS231.250
Sotheby's Class A Lim/Vtg
\$0.10
Westpac Sec Admin Class A
Mtg Bldg FRN 2028 \$1298.34
Do Class B \$1552.96
Wren 1.75p

TOMORROW

Enron \$0.2375
Eve 4.7p
Nihon Doro Kodan 7% Gtd
Bd 2004 \$381.25
Oriental Restaurant 2.4p
Peoples Rep of China 4.4%
Nts 1998 Y43750.0
Royal Dutch Petroleum
FL1.36

WEDNESDAY

September 23
Esportinfanes Sb FRN 2002
\$28.45
European Inv Bank 11% Ln
2002 2275.0
First National Bldg Sch Fis
Rate Perm Int Brg £50.98
Standard Chartered Bank Sb
FRN 2006 \$1555.69
Yeoman Inv Tst 8.25p

THURSDAY

September 24
Asian Dev Bank 10.14% Ln
2009 2256.25
Birmingham Midshires Bldg
Sch Sb FRN 2005 241400.0
Boots 10.4% Bd 2017
22531.25
Brabodstock 1.4p
British Land 8.75% 1st Mtg
do 2035 4.4375p
Field 7p
Grenada 11.15% Bd 2014
£5.75
Do 7% Cv Sb Bd 2003 3.5p
Guaranteed O'sees Loan Fin
\$0.1 FRN 2007 3887.95
Int Bank for Reconstruction &
Development 9.4% Ln 2010
24.75
Kansai Int Airport 7.75% Gtd
Bd 2007 £73.75
Midland Bank Und Prim FRN
(Sep 1985) \$306.67

FRIDAY

September 25
ABF Inv 7.65% Un Ln 2003/08
\$3.75
Spain 11.4% Ln 2010 2283.75
Standard Chartered Und Prim
Cap FRN £100.82
Treasury 21.5% IL 2001 22.547
Woolwich FRN 1999 £200.07

Robert Wiseman Dairies 2.71p
Sidlow 7.64% Un Ln 2003/08
\$3.75
Spain 11.4% Ln 2010 2283.75
Standard Chartered Und Prim
Cap FRN £100.82
Treasury 21.5% IL 2001 22.547
Woolwich FRN 1999 £200.07

2010 £5.75
Marston Thompson &
Evershard 10.4% Bd 2012
£5.125
M & G Recovery Inv Tst 1p
Do Geared Units 1p
NationsBank \$0.38
New London Cap 5p
New Zealand 11.15% 2014
£287.50
Northern Electric 12.661% Bd
1999 £633.05
North Midland Construction
1.5p
Porvair 2.3p
TNT Post FRL.30
Treasury 8% 2009 £4.00

2011 £5.75
Australian Opportunities Inv
Tst 1.6p
BLP 2.75p
Bailey (Ser) 0.9p
Bickerton 0.5p
British Land 8.75% Bd 2023
\$943.75
Do 12.6% Bd 2016 2262.50
Cranswick 8.25p
Davies Ltd Gtd FRN
Y1361098.0
Fleming Worldwide Inc Inv Tst
Do Units 1p
Grafton 10.15p
HII Cap 7.14% Cv Cap Bd
2006 £187.50
Henderson Electric & Gen Inv
Tst 2.15p
Houlihan 0.27p
Jupiter Geared Cap & Inc Tst
1999 1.4p
Konica 7.14% Nts 1998
Y785000.0
Krausser 10% Bd 2006
£106.25
Mansfield Brewery 11.15% Bd
(Sep 1985) \$306.67

THURSDAY

September 26
Asian Dev Bank 10.14% Ln
2009 2256.25
Birmingham Midshires Bldg
Sch Sb FRN 2005 241400.0
Boots 10.4% Bd 2017
22531.25
Brabodstock 1.4p
British Land 8.75% 1st Mtg
do 2035 4.4375p
Field 7p
Grenada 11.15% Bd 2014
£5.75
Do 7% Cv Sb Bd 2003 3.5p
Guaranteed O'sees Loan Fin
\$0.1 FRN 2007 3887.95
Int Bank for Reconstruction &
Development 9.4% Ln 2010
24.75
Kansai Int Airport 7.75% Gtd
Bd 2007 £73.75
Midland Bank Und Prim FRN
(Sep 1985) \$306.67

SATURDAY

September 26
British Land 6% Sb Ird Cv
Bd £30.0
Exchequer 12.14% 1999
£5.125
North British Housing 8.5%
Gt Sec 2012/20 24.3125
Treasury 13.14% 2004/08
£6.75
Vaux 9.9% Bd 2016 24.9375
Do 10% Bd 2019 £5.375
Do 11.4% Bd 2010 £5.875

SUNDAY

September 27
Mersey Docks & Harbour
6.5% Rd Bd 1998/99 £3.375
Treasury 8% 2013 £4.00

THE WEEK AHEAD

UK COMPANIES

TODAY

COMPANY MEETING:
Drew Scientific, 90, Fetter
Lane, E.C., 11.30

BOARD MEETINGS:

Finals:

Avocet Mining

Calmform Demutualisation

PizzaExpress

Rage Software

Interims:

Arcon Int Res

Bennrose

Caldwells Inv

Eurotunnel

IS Solutions

Jacks (Wm)

Mayborn

Moorfield Estates

Policy Master

Roxboro

Taylor Nelson

Transtec

Vanguard Medica

Wellington

■ WEDNESDAY

SEPTEMBER 23

COMPANY MEETING:

British Biotech, Insurance

Hall, 20, Aldermanbury, E.C.,

11.00

BOARD MEETINGS:

Finals:

Barnatt Devs

Kier

McBride

Northamer

Schroder Ventures

Interims:

Avis Europe

Biocompatibles Int

Bowthorpe

Brake Bros

Dawson Int

Densiron

Lilleshall

Quality Software

■ THURSDAY

SEPTEMBER 24

COMPANY MEETING:

Tinsley (Eliza), Botanical

Gardens, Edgbaston,

Birmingham, 10.30

BOARD MEETINGS:

Finals:

Diaged

Vislon

Infraserv

Chiroscience

Hat Pin

Hewden-Stuart

Norcor

■ FRIDAY SEPTEMBER 25

BOARD MEETING:

Interim:

Corr Insurance

Ryan Hotels
Silentnight
Sun Life & Provincial

THURSDAY

SEPTEMBER 24

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Biocompatibles Int

Bowthorpe

Brake Bros

Dawson Int

Densiron

Lilleshall

Quality Software

■ Company meetings are
annual general meetings
unless otherwise stated.

Reports and accounts are
not normally available until

approximately six weeks

after the board meeting to
approve the preliminary

results. This list is not

comprehensive since

companies are not obliged

to notify the Stock Exchange

of imminent announcements.

CONFERENCES, VENUES AND COURSES

CONFERENCES

September 22

Queens College Cambridge

ENTERPRISE BRITAIN

This conference is aimed at
practitioners in the financial and
business communities, policy
makers and support agencies
concerned with small and medium
sized enterprises (SMEs).

INSIDE TRACK

INTERVIEW MARCUS WALLENBERG, INVESTOR

A long-term steward

In spite of a burst of activity, the Swedish business dynasty is not changing direction, Tim Burt learns

So no one at Investor could say or would explain. Why is Marcus Wallenberg nicknamed "Husky"?

There is nothing remotely husky about the demeanour of Investor's deputy chief executive, one of the most powerful members of Sweden's Wallenberg business dynasty. And there is nothing of the pack animal in his business dealings at Investor, the Wallenberg family's main investment vehicle.

"It is a childhood thing, something he does not talk about," says one Investor insider.

Mr Wallenberg draws the line at discussing such family matters, confining himself instead to the business in hand – the performance of the Investor portfolio, which holds controlling stakes in companies accounting for more than 40 per cent of the Swedish stock market.

Like many of his fellow executives, Mr Wallenberg has been greatly exercised by negative stock market sentiment towards Investor. Its shares have fallen more than 30 per cent during the past three months and it has traded at a discount to net assets for as long as most analysts can remember.

Critics of the Investor regime, which has held stakes in companies such as engineers SKF and Atlas Copco since 1916, claim it has been slow to react to market turmoil. They argue that Investor would be better broken up into smaller investment trusts, each focusing on areas of industry, venture capital or start-ups.

Turbo-charged: Although his stint at Georgetown University was intended to broaden horizons, Marcus underlined his Swedish roots by arriving on campus in a black Saab, with "Husky" on the number plate.

Finishing school: Marcus obtained a BSc in international business before beginning his career. Peter Wallenberg, his uncle and patriarch of the family empire, was determined that "the boys" – as Marcus and Jacob were known – would cut their management teeth in a non-Swedish environment.

Almost every member of the family has been schooled in the long-term mantra: selling down stakes in underperforming stocks

is anathema. Businesses deserve turning round, says Mr Wallenberg; they do not benefit from crude financial engineering.

In recent months there have been signs of a fresh wind blowing through Investor, following the appointment last year of Percy Barnevik as chairman.

Mr Barnevik, the first non-family member to hold the title, was brought in by Peter Wallenberg – the family patriarch and Marcus's uncle – to prepare Investor for the 21st century.

The Swedish industrialist, famed for his restructuring of engineering group ABB, has done so by introducing the so-called Barnevik "triple jump". First, a business is restructured; failing that, the management is changed; lastly, you either sell out or merge it.

In short order, administering that medicine has seen Investor sell a 35 per cent stake in Saab Aerospace to British Aerospace.

Marcus Wallenberg: Essential Guide

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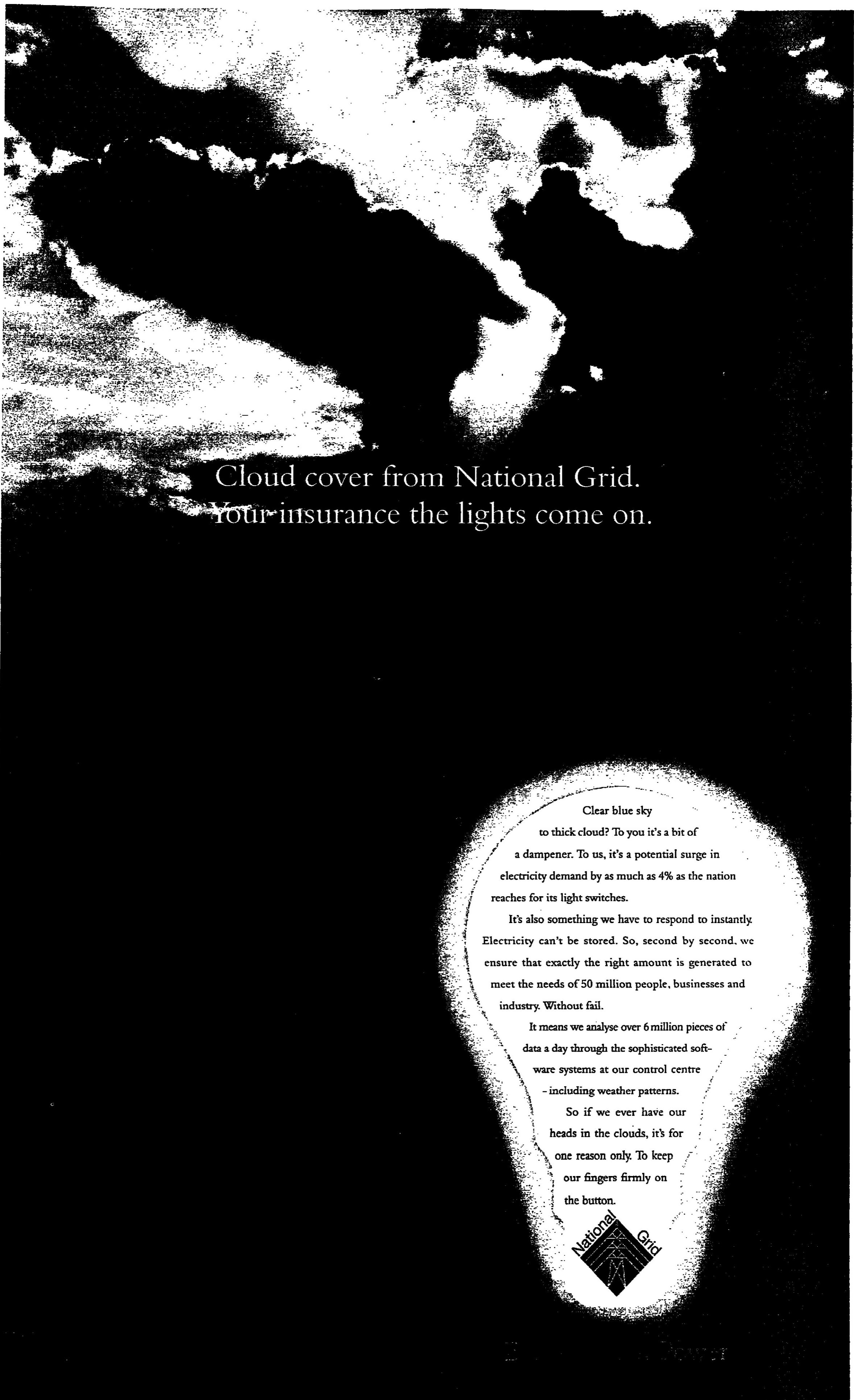
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دكتار العجمي

FINANCIAL TIMES MONDAY SEPTEMBER 21 1998

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11



Cloud cover from National Grid.
Your insurance the lights come on.

Clear blue sky

to thick cloud? To you it's a bit of
a dampener. To us, it's a potential surge in
electricity demand by as much as 4% as the nation
reaches for its light switches.

It's also something we have to respond to instantly.
Electricity can't be stored. So, second by second, we
ensure that exactly the right amount is generated to
meet the needs of 50 million people, businesses and
industry. Without fail.

It means we analyse over 6 million pieces of
data a day through the sophisticated soft-
ware systems at our control centre
- including weather patterns.

So if we ever have our
heads in the clouds, it's for
one reason only. To keep
our fingers firmly on
the button.



INSIDE TRACK

BUSINESS TRAVEL AIRCRAFT SEATING

Cacophony cancelled

Marcus Gibson
looks at a headrest
solution to aircraft
cabin noise

There are few more dispiriting sights than watching passengers disembark after a long-haul flight. Like a bunch of prisoners released from a long spell in captivity, a line of weary stragglers tramps through the arrivals lounge, their ears ringing from hours of incessant noise.

But at last a solution to the problem of cabin noise is on its way. Ultra Electronics, a British company, has a noise-cancelling system for wide-body aircraft which, it claims, will halve the amount of perceived noise. Fitted into individual seat headrests, the "Ultra Quiet Seat" system consists of an active noise control unit linked to a set of tiny microphones and loudspeakers. The microphones relay the ambient noise level to a digital signal processor, enabling the speakers to emit an identical sound continuously in an inverse phase, which effectively cancels out noise.

While the system does not work if the passenger moves away from the headrest, it provides an effective if localised haven of relative peace. Mainstream aircraft produced by Boeing and Airbus are not fitted with noise reduction systems, but British Airways and Scandinavian Airlines are in discussion with Ultra Electronics.

"If passengers put their heads against the headrest they will experience significant improvements in comfort," says Laurence Earl, Ultra's marketing manager. It also helps passengers hear what their immediate neighbour is saying.

At \$500 (£300) a seat, Ultra's interior "hush kits" are clearly aimed at the business traveller. "Major operators have so far concentrated on fitting bigger seats," says



Mr Earl. "But we believe the introduction of a much quieter seat will give airlines a significant competitive advantage."

Aerospace engineers say in-flight noise levels of wide-body aircraft such as a Boeing 747 stand at about 80 decibels, caused mostly by passing air, exhaust noise and even air conditioning, rather than jet engine noise or vibration. Although the new system produces a reduction of 10 decibels, Ultra Electronics says complex psycho-acoustic factors ensure travellers perceive a halving of noise levels.

Since 1985 the Cambridge-

based company, a world leader in noise reduction systems for civil aircraft, has fitted its equipment to about 250 regional jet and turboprop aircraft, including the Bombardier Dash series, and Saab 340 and 2000 series. Noise in these aircraft types has been reduced to the same level as larger aircraft by fitting not headrests but full cabin-wide systems. These combat a different, more tonal and low-frequency type of noise and vibration – primarily from jet and turboprop engines. Utilising a sophisticated network of up to 72 microphones and vibration-sensi-

tive attenuators mounted along the length of the fuselage, cabin-wide systems have muffled this once notoriously loud class of aircraft. So successful has the existing technology proved with industry operators, aircraft manufacturer Bombardier announced at the Farnborough Air Show earlier this month that it was renaming its Dash 100 aircraft as the Q100 series – Q for Quiet. If airlines respond quickly enough to passenger demands for markedly higher standards of comfort then flying long-haul will not be such a numbing test of endurance.

Manila visitors face further air disruption

Travellers with business in Manila will face further disruption if, as threatened, Philippine Airlines shuts up shop altogether next Monday. A crisis forced by the Asian economic downturn and a crippling pilots' strike in July has already forced the carrier into a drastic pruning of international routes. It no longer flies to main European, Middle East or Australian cities. But it still operates to a number of Asian destinations – flying daily, for example, to Singapore, Hong Kong and Taipei – and to Los Angeles and San Francisco. If the airline bites the dust, passengers from the two West Coast cities will have to fly with Cathay Pacific via Hong Kong, where they will have to wait only one hour before continuing to Manila, with Northwest via Tokyo or Singapore Airlines via Taipei.

Checking out frequent flyers

An independent survey of eight frequent flyer programmes shows American Airlines and British Airways are the most generous – and Air France, Delta and Lufthansa the meanest, writes Gillian Upton.

The comparison is based on the number of return economy flights between London and New York required to gain one free economy class return ticket to Amsterdam, Brussels, Dublin or Paris. According to the survey, you would need to fly 3.6 times to New York on Delta or Lufthansa and 2.8 times on Air France to qualify. On British Airways the requirement would be only 0.6 times, and on American 1.4 times. In between are Virgin (1.7),

United and Continental (2.1). The survey was undertaken by the International Airline Passengers Association, the independent business travellers' organisation.

A similar picture emerges if you want to earn one free business class ticket. Iapa says it takes 1.2 trips between London and New York in economy class on British Airways, but 4.2 trips on Delta, 5.6 trips on Air France and 6.8 trips on Lufthansa.

But check the small print. BA awards miles only to travellers buying a full-fare economy class ticket. But if you would qualify for miles on Air France and Lufthansa if you bought a promotional ticket.

Another big difference concerns who is allowed to use the accrued miles. British Airways specifies the member plus family but Air France members, for example, can nominate anybody.

The Iapa survey looked at travelling long-haul and enjoying a short-haul benefit. A survey on flying short-haul and earning a short-haul benefit would have given a different result; so too would flying long-haul and enjoying a long-haul benefit.

For example, you would need to take 9.7 trips in economy class on BA to New York to win an

Likely weather in the leading business centres

	Mon	Tue	Wed	Thu	Fri
Tokyo	Cloudy 27	Cloudy 28	Cloudy 27	Cloudy 28	Cloudy 28
Hong Kong	Sunny 30	Sunny 29	Sunny 30	Sunny 29	Sunny 30
London	Cloudy 22	Cloudy 20	Cloudy 21	Cloudy 21	Cloudy 19
Frankfurt	Cloudy 19	Cloudy 18	Cloudy 19	Cloudy 18	Cloudy 20
New York	Cloudy 25	Cloudy 25	Cloudy 26	Cloudy 26	Cloudy 23
Los Angeles	Sunny 25	Sunny 24	Sunny 24	Sunny 25	Sunny 26
Milan	Sunny 24	Sunny 22	Sunny 23	Sunny 25	Sunny 24
Paris	Sunny 22	Sunny 21	Sunny 21	Sunny 21	Sunny 21
Zurich	Sunny 16	Sunny 16	Sunny 16	Sunny 16	Sunny 18

Minimum temperature in Celsius

TRAVEL UPDATE

China openings

Marriott is to manage a 531-room hotel in Chongqing, a manufacturing city in south-west China. The hotel is some 30 minutes' drive from the airport and will have five restaurants – serving Chinese, Japanese and western food – a swimming pool, fitness centre and meeting rooms. It is due to open in mid-1999. Sheraton has opened a new hotel an hour's drive west of Shanghai in Suzhou.

Debonair launch

Debonair, the UK carrier, is to launch what it claims are the first scheduled flights to Paris Express airport at Cergy-Pontoise, north of the capital near La Defense. The carrier starts the daily services from its Luton base to Paris Express airport, which is about 35 minutes from the centre of town by taxi or RER train, on November 16.

Virgin lounge

Virgin Atlantic, which last

week won permission from

the Civil Aviation Authority to start flights between

Heathrow and Moscow,

tomorrow opens its new

lounge at Gatwick.

The airline is expected to

operate an A320 Airbus on

the Russian route. It may not

be able to launch the service

in time for the switch to

winter schedules on October

25 but hopes to start flying at least four times a week soon afterwards.

Oslo switch

Oslo's new international

airport at Gardermoen will

open on October 8.

Operations will then switch

from Fornebu which is to

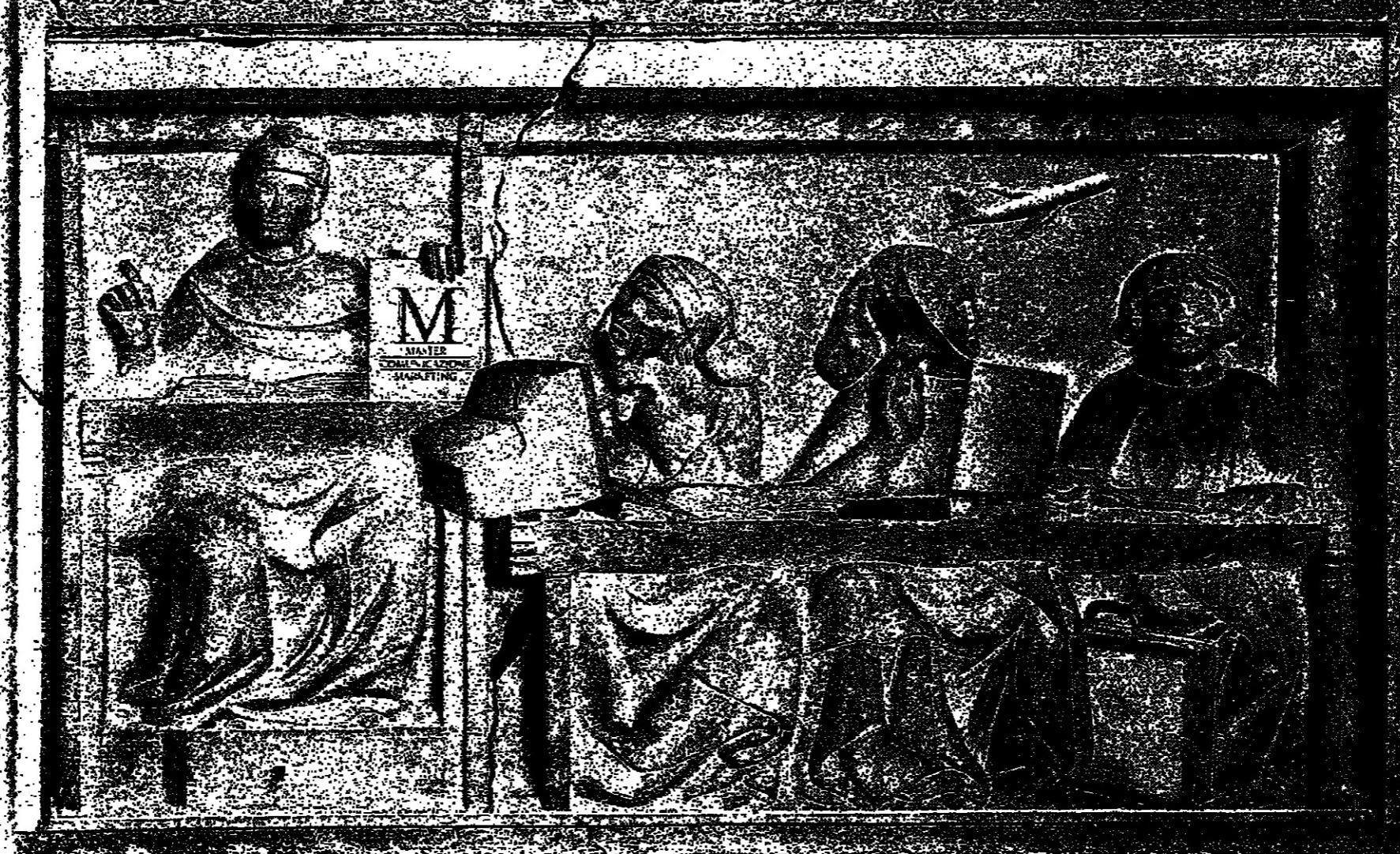
close. Gardermoen, 30 miles north of the capital, is connected by rail. The journey will initially take 30-35 minutes but it will be reduced to 20 minutes when a high-speed link is opened.

Rotterdam flight

New flights between Manchester and Rotterdam are being launched today. The three-times daily service is a joint venture between KLM UK, the Dutch airline's British arm, and Antwerp-based VLM. The two carriers run a joint operation between London City Airport and Rotterdam.

Roger Bray

MASTER IN COMUNICAZIONE



Italy, 2000 A.D. (circa)



The world's first business school was established in Venice in the 16th century. Surprised? You shouldn't be. Italy is the country brimming with talent, culture, and innovativeness - the qualities you need today, as then, to become an excellent manager. Publitalia's Master's degree in Communications and Marketing offers all this and much more. For 11 years now it has helped to create corporate communications and marketing professionals, applying the theory you need and the facts that count. It does so by taking full advantage of the know-how, people and driving spirit offered by a private enterprise such as Publitalia-Mediaset Group, a main player in the European communications market. The Publitalia Master program is an unprecedented initiative that promises an unparalleled experience for those who grab the opportunity. After all, 400 years of experience surely can't hurt...

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via the route

OPENINGS

BOSTON

The museum world's mania for Monet continues with an exhibition of over 90 works painted by the artist in the last decades of his life. It opened yesterday at Boston's Museum of Fine Arts and transfers to the Royal Academy of Arts in London in January.

NEW YORK

The Metropolitan Museum's extensive collection of early Netherlandish paintings is showcased tomorrow in an exhibition of 140 works by Jan van Eyck, Hans Memling, Pieter Bruegel the Elder and others. On Friday, the Morgan Library unveils "Master Drawings from the Hermitage and Pushkin Museums", many of them never shown outside Russia.

LONDON

The distinguished German conductor Kurt Sanderling (below) presides over the opening concert of the



Philharmonia Orchestra's new season tomorrow and on Saturday at the Royal Festival Hall. The programmes feature works by Brahms and Shostakovich.

After two weeks of previews,

the press are invited to see *The Blue Room* at the Donmar Warehouse tomorrow night. Freely adapted by David Hare from Arthur Schnitzler's *La Ronde*, the play stars Australian film star Nicole Kidman alongside British actor Iain Glen. The director is Sam Mendes.

Tony Johnson directs the world premiere of his own new play, which opens at the Lyttelton Theatre tonight. Based on the Cary On films, *Cleo, Camping, Emmanuelle and Dick* stars Samantha Spiro and Geoffrey Hutchings (right).

TORONTO

The Canadian Opera Company's 1998-9 season opens at the Hummingbird Centre with *Norma* on Thursday and *Tosca* on Friday. Marina Miserchikova



sings the title role in the Bellini and Sylvie Vallyre in the Puccini.

BERLIN

The Deutsche Oper is laying special emphasis this season at the stage works of Richard Strauss, in recognition of the 50th anniversary of his death next year. The first new

production is *Die Frau ohne Schatten*, opening on Saturday and conducted by Christian Thielemann.

BRNO

The music of Janáček, who spent a large part of his life in this Moravian city, is the central thread of this year's Brno music festival, opening on Thursday. There will be performances of most of his orchestral and chamber works, and a staging of *From the House of the Dead*.

PARIS

In Paris this week, the Cuban National Ballet opens a season at the Théâtre des Champs Elysées, directed by the grand and splendid Alicia Alonso. The visit is part of the company's fiftieth anniversary celebrations.

ZURICH

An exhibition entitled "Max Beckmann and Paris", opening at the Kunsthaus on Friday, brings together more than 100

masterpieces of modern art. Beckmann's paintings (below) are set alongside works by Matisse, Picasso, Braque, Léger and Rouault.



Opera's persuasive voice

Ruth Mackenzie has a way with words, and Scotland will benefit, says Andrew Clark

When Ruth Mackenzie was chief executive of the Nottingham Playhouse, she inherited a Christmas tradition whereby each member of staff would pick the name of a colleague out of a hat and buy a small gift anonymously. An actor dressed as Father Christmas would then distribute the presents over drinks. "One year I got a very nice lavatory brush," Mackenzie recalls, "and the message was 'For Ruth, who has to clean up all the dirt'."

No such tradition exists at Scottish Opera, where Mackenzie became general director a year ago, but she reckons it is a fair analogy of her job. Her mantra, which she picked up on one of the management courses she now teaches, is "only do what only you can do". She interprets it as "taking the rap if all goes wrong. The fact that I am the person with ultimate responsibility doesn't mean I do it all. It's my job to try to help everyone else do what they can do. Opera is about teamwork, so if you introduce a new person to the team, it would be a failure on my part if people suddenly said 'Yes, that's Ruth Mackenzie'."

At 41, Mackenzie is rapidly emerging as one of the most visible members of the UK arts establishment. Her early work with the Arts Council and South Bank Centre marked her out as a high-flyer, and she seems destined, after a suitable stint in Scotland, for one of the big, thorny metropolitan jobs. She is on everyone's list of achievers, including Tony Blair's: she was among the leading arts figures invited to a seminar with the UK prime minister at 10 Downing Street earlier this year. "But being accepted by the establishment hasn't compromised her vision," says a former associate. "She is an excellent case of how to make creative use of inside tracking."

When you meet Mackenzie, you quickly realise why she has climbed so fast up the career ladder without making enemies. Her knowledge of opera may be thin, but she has a first-class mind and does not flaunt it. She is sociable and sassy, with no airs and

graces, and seems happiest in the artists' bar or chatting to staff over a cigarette on the step outside Scottish Opera's Glasgow headquarters. Mackenzie smokes 40 a day, a symptom of her high adrenaline and workaholic lifestyle.

None of this explains her impact on the public consciousness during seven years in Nottingham and 12 months north of the border. One of the keys to her success is an ability to articulate the needs and concerns of the arts world in a way that enthuses the world of money and politics; another is the fact that she seems to have no personal axe to grind. If she is ambitious, she pursues her goals in the nicest possible way and for the best possible reasons. There is something of the arts junkie in her – her only agenda is "to make better art and serve communities".

You won't find Mackenzie voicing the usual plies about widening the audience base. She is genuinely enthusiastic about filling the theatre with young people without throwing artistic criteria out of the window. London-born and Cambridge-educated, she has a gift for languages, a deep knowledge of visual art and a European vision – adding up to a broad-mindedness unusual among her peers. In short, she is the persuasive voice of the arts.

This does not prevent her sprinkling her conversation with management-speak. "Empowerment" and "brainstorming" are favourite words which characterise her consensual style. At Scottish Opera, that style has yet to be thoroughly tested.

She inherited an organisation which, largely thanks to her predecessor, Richard Jarman, had found a measure of stability after years of endemic crisis. Audience surveys suggest it attracts the broadest social and age range of all UK companies. With ticket prices from £2.50 to £40, it faces none of the political problems associated with opera in London. Thanks to its small touring subsidiary, Scottish Opera is seen as genuinely national. Artistic standards remain high, as this month's Edinburgh festival production of *Dalibor* testifies.

Shortly after her appointment, however, Mackenzie discovered that a proposed orchestral merger with Scottish Ballet – part of a three-year financial sta-

bilisation programme agreed with the Scottish Office – had fallen apart. With an increase in subsidy hanging on the two companies' ability to carry out savings, it has fallen to her to find other ways of combining operations, such as by pooling management resources. Whether this is in the interests of either company remains an open question. The proposal has bred further uncertainty, and will test Mackenzie's ability to knock heads together.

Where she has made identifiable progress is in creating a sense of partnership with Scotland's local authorities, many of which have been reluctant to contribute to an organisation catering mainly for the big population centres. Drawing on her experience of community arts in England, Mackenzie has made a point of visiting council offices to ask how Scottish Opera can contribute. Her campaign is based on the rationale that only by creat-

ing the broadest sense of public ownership can you develop and sustain the political base necessary to fund an art form as expensive as opera.

She makes her pitch in terms of "visions" and "dreams", but the bottom line is practical. "There are 5m people in Scotland, and they all help to pay for us. How do we do a good job for them? You don't start by saying 'I need more money'. You work out what your vision is, explore it going to meet Scotland's needs and show how you can help. Only then are you able to say 'We need some more money'. You do it in partnership, so that everyone sees they have a stake in developing this. If the vision is good enough and it sounds like it's going to work, that's the difficult bit. After that, getting the money isn't so hard."

But isn't all this peripheral to the company's core function of presenting top-quality performances in theatres suited to the

purpose? Mackenzie disputes any suggestion that her community-based vision is politically fashionable.

"Our aim is to ensure that the highest quality of music theatre is part of the vocabulary of everyone in Scotland, and to recognise that not everyone has equal geographic access. I'm not pretending you can do *Dalibor* to festival standard in the town hall in Lerwick, any more than you can have a heart transplant unit in every community. But you also have to recognise that the essence of making and discovering and understanding opera can be shared and used by communities in many different ways. Finding out how to do that is our most important job."

Scottish Opera's Glasgow season opens on Wednesday at the Theatre Royal with *'The Magic Flute'*. Its production of *'The Makropoulos Case'* is on tour in the Highlands and Islands until October 24.

Ruth Mackenzie: "She is an excellent case of how to make creative use of inside tracking"

INTERNATIONAL

Arts Guide

AMSTERDAM

DANCE
Het Muziektheater
Tel: 31-20-551 8911
Nederlands Dans Theater I: triple bill comprising *Sinfonietta* by Jif Kylian, *Grass* by Mats Ek, and *Start to Finish* by Paul Lightfoot; Sep 25, 26

BIRMINGHAM

CONCERT
Symphony Hall
Tel: 44-121-212 3333
City of Birmingham Symphony Orchestra conducted by Sakari Oramo in works by Siegfried, Dutilleux and Mahler; Sep 24

BOSTON

EXHIBITION
Museum of Fine Arts
Tel: 1-617-267 9300
Monet in the 20th Century: more than 80 works painted by the artist in the last decades of his life. Beginning with paintings of the garden at Giverny, the show concludes with five of the monumental waterlily paintings

that Monet called Grandes Décorations; to Dec 27

CHICAGO

EXHIBITION
Art Institute Of Chicago
Tel: 1-312-443 3600
www.artic.edu
Julia Margaret Cameron's Women: 80 vintage prints of Victorian subjects such as Julia Jackson, mother of Virginia Woolf, and Alice Liddell; to Jan 10

COPENHAGEN

EXHIBITION
Louisiana Museum of Modern Art, Humlebaek
Tel: 45-491 0719
www.louisiana.dk
Joan Miró: big retrospective comprising 140 paintings, drawings and sculptures, including works borrowed from the artist's family since the exhibition was shown in Stockholm over the summer; to Jan 10

GLASGOW

OPERA
Theatre Royal
Tel: 44-141-332 9000
The Magic Flute: by Mozart. Scottish Opera production by Martin Duncan, conducted by Richard Farnes; Sep 23, 26

LONDON

CONCERTS
Barbican Hall
Tel: 44-171-538 6897

London Symphony Orchestra: Sir Colin Davis conducts works by Mozart and Bruckner in the opening concert of the autumn season. With piano soloist Radu Lupu; Sep 23, 24

Royal Festival Hall

Tel: 44-171-960 4242
Philharmonia Orchestra: conducted by Kurt Sanderling in works by Brahms, Beethoven and Shostakovich. With piano soloist András Schiff; Sep 22, 26

EXHIBITION

Royal Academy of Arts
Tel: 44-171-300 8000
Picasso: Sculptor and Painter in Clay. This first big exhibition of Picasso's ceramics includes about 100 pieces, many of which have never been exhibited. They will be shown with some paintings and sculptures, demonstrating how Picasso developed his ideas across different media; to Jan 1

OPERA

English National Opera, London Coliseum
Tel: 44-171-632 8300
Otello: by Verdi. New production by Tom Phillips and conducted by Paul Daniel/Mark Shanahan. David Rendall sings the title role; Sep 22, 26

LOS ANGELES

OPERA
L. A. Opera, Dorothy Chandler Pavilion
Tel: 1-213-972 5001
www.laopera.org

MUNICH

CONCERTS
Philharmonie Gasteig
Tel: 33-1-4952 5050

● Carmen: by Bizet. Washington Opera production by Ann-Margret Pettersson, designed by Gidon Kremer in Pizzolla's *María de Buenos Aires*; Sep 24

● Munich Philharmonic Orchestra: conducted by Heinrich Schiff in works by Beethoven, Hindemith and Mahler; Sep 21, 22

● Werther: by Massenet. Conducted by Emmanuel Joel in a co-production with Théâtre du Capitole Toulouse staged by Nicolas Joël. The title role is sung by Ramón Vargas; Sep 23, 26

MADRID

EXHIBITION
Museo Nacional Centro de Arte Reina Sofia
Tel: 34-1-467 5062
Federico García Lorca (1898-1936): centenary celebration of the Spanish poet. Includes biographical material and examples of the different forms in which he worked with friends and collaborators including Falla, Dalí and Buñuel; to Sep 21

MANCHESTER

CONCERTS
Bridgewater Hall
Tel: 44-161-907 9000
BBC Philharmonic: conducted by Sir Charles Mackerras in a programme of works by Beethoven. With soloists including bass Willard White; Sep 26

PARIS

DANCE
Théâtre des Champs Elysées
Tel: 33-1-4952 5050

● Cuban National Ballet: Swan Lake, in a staging by Alicia Alonso; Sep 22, 23, 26

● Cuban National Ballet: Giselle, in a staging by Alicia Alonso; Sep 23, 24

EXHIBITIONS

Musée d'Orsay
Tel: 33-1-4049 4814
www.musee-orsay.fr
Millet/Van Gogh: display of 85 works brought together to demonstrate the influence of Millet on the work of Van Gogh. These include paintings, drawings and pastels by both artists, many of them on loan from the Van Gogh Museum in Amsterdam; to Jan 3

MUSÉE DU LOUVRE

Tel: 33-1-4020 5151
www.louvre.fr

● Astronomy and Astrology in the Islamic World: display of instruments developed by Arab astronomers between the 8th and 15th centuries, shown alongside a selection of everyday and religious objects decorated with astrological designs; to Sep 21

● Bassano and His Sons: works by the Venetian painter Jacopo Bassano (1510-1592) and his sons. The display brings together works owned by the Louvre with loans from other French museums; to Sep 21

SAN FRANCISCO

OPERA
San Francisco Opera, War Memorial Opera House
Tel: 415-864 3330

www.sfopera.com
A Streetcar Named Desire: world premiere of a new opera by André Previn, with a libretto by Philip Littell based on Tennessee Williams' play. The staging is by Colin Graham. André Previn conducts and the cast stars Renée Fleming; Sep 23, 26

TOKYO

CONCERT
Suntory Hall
Tel: 81-3-3584 9999
Japan Virtuoso Symphony Orchestra: conducted by Philippe Entremont in works by Berlioz and Beethoven; Sep 21

TV AND RADIO

● WORLD SERVICE
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

● CNN International
Monday to Friday, GMT:
0630: *Moneyline with Lou Dobbs*
1330: *Business Asia*
1930: *World Business Today*
2200: *World Business Today Update*

● Business/Market Reports:
0500; 0600; 0700; 0800; 0900;
1000; 1100; 1130; 1200; 1300;
1400;

At 08:20 Tanya Be

COMMENT & ANALYSIS



PHILIP STEPHENS

Third way ahead

Bill Clinton, Tony Blair, Romano Prodi and others are looking for ways to add intellectual nourishment to centre-left politics

Politics needs a narrative. Today's political leaders are drawn from the managerial classes. The prophets and philosophers have made way for lawyers and management consultants. They cannot change the world, they shrug. The best they can do is help us to survive in it. In this era of global markets, we must set them modest performance targets.

And yet... These same leaders are discomfited by the admission. They know that without ideas and inspiration, politics cannot conceal its hollowness. Pragmatism must make some connection with principle.

Here we find the explanation for the efforts of Bill Clinton, Tony Blair, Romano Prodi and others to add intellectual nourishment to the politics of the centre-left. Progressive politicians, as they call themselves, have returned to power across the west.

A victory for Gerhard Schröder over Helmut Kohl in this month's German elections would draw a final symbolic line under what, not so long ago, seemed a permanent hegemony of the right. But the centre-left needs a theory to underpin the practice of government.

Thus far these new leaders have prospered from their determination to dump the old ideologies of the left. What counts is what works, they tell us. Without shame, they will borrow policies from left and right. If need be, they will split the difference between Marx and Hayek. Dick Morris, the disgraced former pollster for the now disgraced US president, coined the phrase triangulation: a marriage of the generosity of liberalism with the realism of conservatism. Mr Clinton and Mr Blair prefer to

call it the Third Way. We cannot fault the political strategy. The left had to rebrand itself or die. The middle classes needed reassurance that it had abandoned its love affair with big government. Campaigns need slogans. And a promise to civilise the marketplace rather than dismantle it answers the contradictory impulses of the age. We don't want governments to substitute themselves for Adam Smith's invisible hand. They can sometimes steer it in a friendlier direction.

There is another break with the past. The left used to define itself by its commitment to equality of outcomes. The aspiration always owed more to romance than reality, but it provided an ideological anchor nonetheless. In place of equality Messrs Clinton and Blair promise social mobility.

All this tells us what the Third Way isn't. As Mr Blair remarks in a new tract published to coincide with today's Third Way seminar with Mr Clinton and Mr Prodi in New York, it is neither the statism of the Old Left nor the neo-liberalism of the New Right. Not the size of the state that matters, but its leverage. To Mr Blair's mind, small (or let's say medium-sized) government can also be strong government.

Beyond that it is easy to become lost. There is nothing new in the ambition of remaking the path between market liberalism and social justice. During the cold war years, Sweden called it the Middle Way. The subsequent seismic shift in the political landscape during the 1980s stranded this model on the left.

Something similar has been happening to the postwar social democratic settlements in France and, to a lesser extent, Germany.

But thus far the Clinton-Blair Third Way has been more illuminating as a description of the dilemmas of centre-left governments than as a new political credo.

To be fair, Mr Clinton has shown how the means of the right can occasionally be harnessed to the ends of the left. The earned income tax credit has delivered higher incomes to the working poor while winning the approval of middle America. Tax credits for education have served the same purpose.

Mr Clinton is more than a caring conservative. How else can one explain the rock solid support for the president from African-Americans as the Monica Lewinsky scandal takes its remorselessly futile course?

Mr Blair has his own examples. For all his government's overzealous commitment to the economic orthodoxy of the times, there has been a fair amount of redistribution by stealth. Its welfare-to-work programmes, a new working families tax credit and substantial increases in spending on health and education programmes defy the oft-cited continuity with Thatcherism.

The confusion sets in when the Third Way label is applied indiscriminately as a post hoc justification for anything and everything. Thus some of Mr Blair's intellectual disciples will hold up the political settlement in Northern Ireland as an example of this new politics of the centre-left. We are asked to forget that the parameters of

that accord were fairly precisely drawn by John Major's Conservative government.

Mr Clinton is apt to play the same trick. A welfare reform programme written by the Republicans is recast as a New Democrat flagship only after the president is obliged to sign it into law. Thus the Third Way becomes no more than an accommodation with political reality. An unkind observer might ask how long will it be before Mr Clinton's curious sexual tryst with Ms Lewinsky is described as the Third Way between fidelity and adultery.

Some imprecision is inevitable. Reality never fits neatly with theory. Ultimately, governments define themselves by what they do rather than what they say. And Mr Blair, for one, sounds more convincing when he eschews some of the obscure jargon of the Third Way to speak in more familiar terms of modernising social democracy. Here government remains an essential instrument of progress. But regulation replaces ownership.

What's missing is an admission that the familiar lines between left and right – those between tax cuts and spending, income inequality and redistribution – cannot be dodged. There will always be a choice between tax cuts for the middle classes of Middle America and Middle England and increased spending to lever up the life chances of the poor. The Third Way does not tell us where the line will be drawn. Only that, somehow, it can satisfy both constituencies.

There is, though, a much bigger threat to this new politics of the centre-left. With cruel irony, the gospel of slim but effective government is being preached at just the moment when we see politics and politicians at their most ineffectual.

The present gale blowing through the global financial system has shown them powerless. Markets, we are learning, are ruthless of our politicians. Where, I wonder, is the Third Way which leads us out of world recession.

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The fact is that the cost of buying shares in the UK is much higher than here in Germany. I pay less than 0.5

LETTERS TO THE EDITOR

Criticism over high costs of share dealing is unfairly targeted

From Mr Alex McClary.

Sir, I refer to your report "Cheaper European share dealing move" (September 14) about brokers' plans for reducing dealing costs on top 300 companies across Europe. British brokers are very cheeky in putting the blame for high dealing costs on their continental European bourse.

The charges with my direct broker are on a sliding scale so that it becomes rapidly very cheap to buy and sell. It makes sense to buy UK shares on the German bourse.

Add to this the much

per cent in costs on deals of just over £1,000, whereas such deals can cost four times as much in the UK.

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THE EDITOR

Unpayable
debts tank

FINANCIAL TIMES

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Monday September 21 1998

Unhappy video tape precedent

The decision by the House Judiciary Committee to release a videotape of President Bill Clinton's grand jury testimony about his affair with Monica Lewinsky is unwise and objectionable. It sends out some exceptionally depressing signals about the way the Congress is gearing itself up to consider impeachment proceedings against the president.

First, the decision challenges long-standing rules providing secrecy for witnesses at grand jury proceedings. It is true that these have already been undermined by prodigious leaking from all sides during the course of this inquiry.

It is also true that Mr Clinton's lawyers agreed that his testimony could be videotaped to avoid the humiliation of him appearing in person before the jury and to allow any jurors who were absent that day to see it later. But taking this extra step, and putting Mr Clinton's whole performance on display in this fashion, sets an unhappy precedent.

It is also looks like an explicitly partisan move to embarrass the president. The vote on Friday went on straight party lines. Republican leaders have justified the move with the argument that the public should have the right to judge the credibility of the witness by watching him under cross-examination.

In reality, of course, most citizens will not settle down for many hours of concentrated

viewing. Instead, they will watch the handful of extracts that will be pulled out by the news channels – and they by definition will be the ones that show Mr Clinton in a rage or struggling for the weasel words to explain his behaviour, or simply at a loss to come up with anything to say at all. The testimony was no doubt a sorry affair, and the television channels will present its worst moments.

Finally, the suggestion that the American public should be put in the position of jurors in this affair is just plain wrong. The president's fate should not be decided by the opinion polls. It is for the Congress to decide, after carefully weighing up the facts and considering the alternatives in a solemn and bipartisan fashion.

Politicians must take notice of what their constituents think, but they also have to take direct responsibility for what may be the most serious decision they will ever be asked to make. The behaviour of Congress during the Watergate affair seems a model in this respect, and appears in marked contrast to what is going on now.

With any luck, the decision will backfire on those responsible for it. As far as one can tell, the US public does not relish the prospect of further humiliation being visited on the president. But that is a small comfort on what will be another bleak day for US politics.

Iran-Taliban

Tens of thousands of Iranian and Afghani troops are converging on their common border, marching to an ominously bellicose drumbeat. Iran will by this week have a 250,000-strong force in position to sharpen its demand that the Taliban militia hand over the murderers of nine Iranian diplomats after the fall of Mazar-i-Sharif last month.

In its recent military triumphs, the Sunni Moslem fanatics of the Taliban have slaughtered thousands of Shi'a Moslem opponents. The Shi'a regime in Tehran is trying through diplomacy to prevent further massacres of its co-religionists, but any new incident could ignite a war.

A war would undermine Mohammad Khatami, the reformist Iranian president trying to rebuild a consensual civil society and bridges to the west, by restoring the hardline theocrats around Ayatollah Ali Khamenei, the Supreme Leader and armed forces chief, to political influence. Crushed by Mr Khatami's election landslide last year, the hardliners have now found the excuse to subordinate reform to "national security" demands, and have already started closing pro-Khatami newspapers.

Open conflict could also spread regionally, sucking in Pakistan which, with Saudi Arabia, is the Taliban's main backer. Turkmenistan, Tajikistan and Uzbekistan are worried about the Taliban's

advance to their borders, the fate of their ethnic minorities in Afghanistan, and the subversion of their governments by Saudi and Taliban-inspired extremists.

Meanwhile, the US, which has colluded in the Taliban's rise, has failed to restrain its Saudi and Pakistani allies, while still talking about rapprochement with Iran. Tehran, unsurprisingly, smells a plot, but the reality is more prosaic: Washington's policies towards the Middle East and Central Asia are simply dysfunctional. The "Arab Afghan" terrorist network of Osama bin Laden came into being as part of the "blowback" from Washington's enthusiastic support for the Mujahedin's holy war against the Soviet occupation. And it is a US company which has just agreed on a \$250m cellular phone deal with the neo-medieval Taliban.

Today at the UN, the US has the opportunity to meet at foreign minister level with Iran (as well as Pakistan, Russia, and Afghanistan's Central Asian neighbours) as part of efforts to end the Afghan war. Washington should use the opportunity to back Iran's demands for redress over its slain diplomats, warn off the Taliban and make clear that it can only win international recognition by conforming to international codes of conduct. Longer term, Washington might also try to develop a coherent policy towards the region.

Lost voice

Horst Köhler is facing a baptism of fire as president of the European Bank for Reconstruction and Development. His new charge should have been at the front of the international institutions providing leadership in the Russian turmoil. The bank has, instead, been notable for its silence.

Disgracefully, the institution was left to flounder without a president from January to September. This was thanks to European Union governments, which allowed the EBRD succession to fall hostage to the haggling over the appointment of a first governor to the European central bank. The interim management's motto of "business as usual" was inadequate to the challenge of events in Moscow. Now the bank must quickly find its voice if its role in fostering the transition to a market economy in east Europe is not again to come into question.

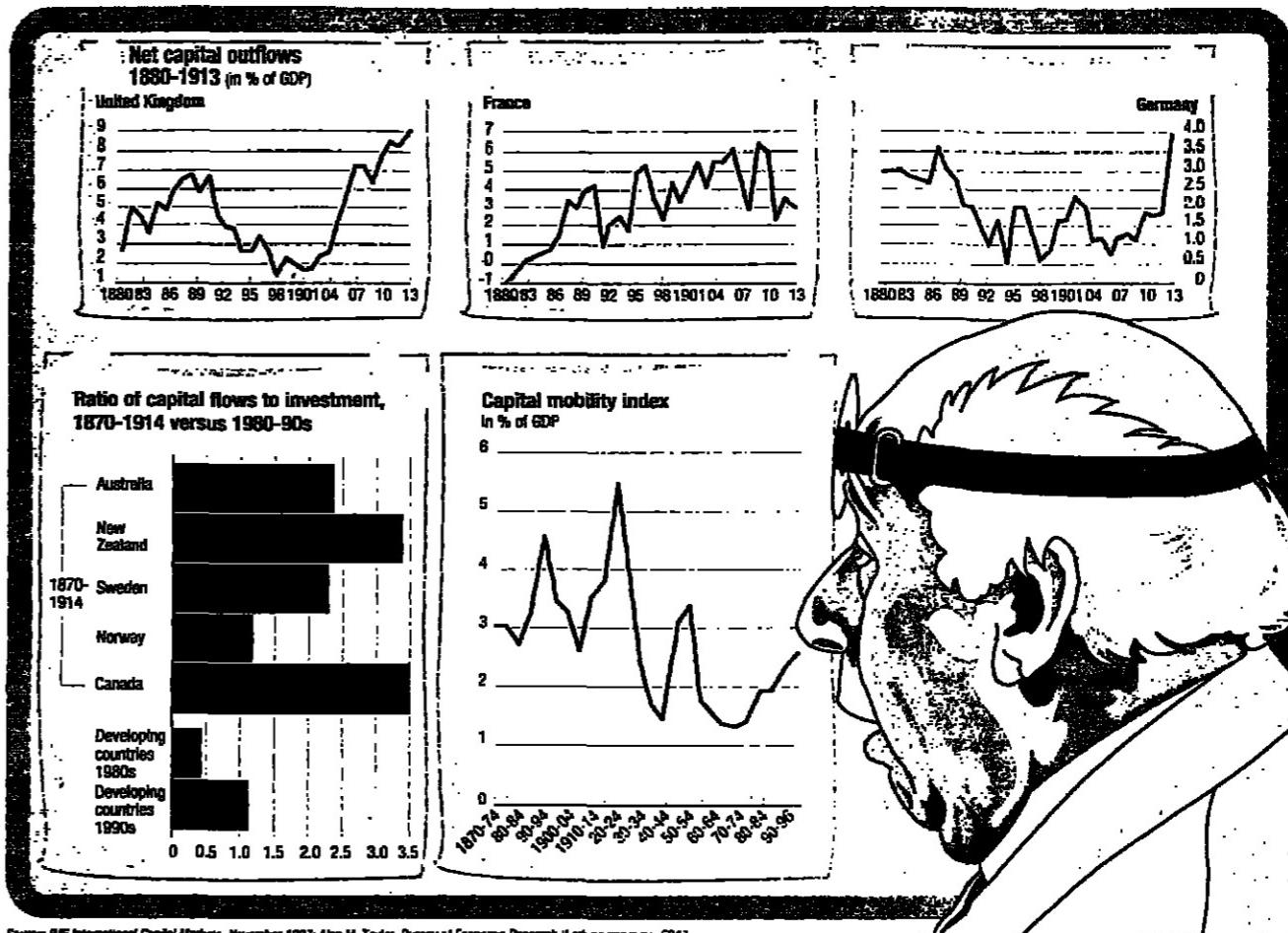
The bank's first public effort to address the Russian crisis, two weeks ago, was not promising. With loan and investment commitments of \$3.1bn, a quarter of its total banking portfolio, it was hardly surprising that the EBRD had been struggling to assess the damage to its own assets. But it owes it to its shareholders to draw wider lessons from the apparent collapse of reform efforts in Russia.

COMMENT & ANALYSIS

Revisiting of a deadly disease

Financial contagion is spreading to markets across the world. John Plender looks at the lessons to be learned from previous epidemics

Have we been here before?



Source: IMF International Capital Markets, November 1997; Alan M. Taylor, Bureau of Economic Research Working paper no. 5943



break of contagion is not unprecedented.

In an earlier period of much greater financial integration – the gold standard era of 1870 to 1914 (see chart) – there were frequent currency and banking crises like today's. In 1873 and 1894-96, for example, the US gold standard parity came under speculative attack. Close linkages in capital and commodity markets provided a powerful transmission mechanism for shocks.

What started as a technical effect changed economic fundamentals across Asia as other countries were obliged to devalue to preserve competitiveness. The weakness of the Japanese yen against the dollar made the problem worse, giving rise to fears of a Chinese devaluation.

In the case of the recent Russian devaluation and default, similar problems were compounded by a new factor: serious damage to the credibility in crisis management of the International Monetary Fund and the US Treasury. Hence the widespread fallout from a country that was marginal in world trade and in the global economy.

As with Asia, there was a tendency for foreign investors who had bought Russian assets with borrowed money to sell other unrelated investments to satisfy margin calls. These sales were accompanied by a more general "flight to quality", notably into the US bond market.

This is sometimes dubbed "pure" contagion, since capital is driven not by fundamental economic considerations but by a mixture of panic, the herd instinct, and the attempt to shore up the fund managers' own overborrowed balance sheets.

The final twist is that the interventionist response to contagion by Malaysia and others will, in itself, breed another wave of contagion, since global investors will expect a higher risk premium from all emerging markets, including market-friendly ones.

The global nature of this out-

funds. Estimates of global hedge fund resources range up to \$400bn; and many of these 4,000+ unregulated offshore funds specialise in emerging markets.

For perspective, that \$400bn is more than the World Bank's estimate for the outstanding bond market debt of the developing countries. It is also more than double the combined equity market capitalisation of Thailand, South Korea and Indonesia at the start of the Asian crisis last July.

These comparisons do not take leverage into account. It is not uncommon for hedge funds to

the country's official reserves. He could fairly argue that such flows are reliable only in adding liquidity when it is not needed and taking it away when banking systems are in trouble.

As the recent spate of announcements about bank losses in Russia has underlined, the hedge funds are not alone in speculating in emerging market securities. The proprietary trading activities of the banks are similarly directed at exploiting short-term trading opportunities; and banking itself is a highly leveraged activity.

The readiness of commercial banks to engage in this high-risk own-account dealing is all of a piece with their willingness to finance highly leveraged hedge funds. It is partly a response to the loss of their larger corporate clients, who now raise money directly from the markets. The banks have been forced to look for new sources of business. These are inevitably more risky.

The striking feature of much of this bank dealing activity is that it is underwritten by an implicit state guarantee, since many of the banks are regarded as too big to fail. Excessive risk-taking could result in a liability on developed countries' taxpayers, in the event of losses that posed a systemic threat.

In the early stages of the Asian crisis the problem of leverage chiefly concerned the plight of private sector borrowers in countries where financial systems were deficient in equity capital.

As the crisis has spread across the world, financial instability is increasingly being generated by creditors rather than debtors – witness the extent to which countries that are not afflicted by obvious economic imbalances have been penalised.

Who, then, can blame those like Malaysia's Mahathir Mohamad, however unattractive their crony capitalism, for imposing controls on foreign capital?

He could fairly argue that such flows are reliable only in adding liquidity when it is not needed and taking it away when banking systems are in trouble.

To placate global capital, Asians have had to endure interest rates that inflict further shrinkage on their domestic economies. It is hardly surprising if they heed the advice of Paul Krugman, the US economist, and temporarily sever the link between domestic interest rates and the exchange rate.

Whether the introduction of exchange controls will work is another matter. But the only moral as opposed to practical objection lies with other emerging economies where sound economic policy is now penalised by a higher risk premium.

It is not in the long-run interest of the developed world for emerging markets to be destabilised by excessively volatile capital. If the hedge funds and banks misjudge the risks in their speculative dealing, which is all too plausible, there could be a potential systemic threat arising from contagion within the banking system itself. This calls for a policy response.

James Tobin, the Nobel Prize-winning economist, has argued for "throwing sand in the machine" by imposing a transactions tax. Yet it is hard to believe global agreement could be reached on imposing such an impost.

A more effective restraint – and a clear imperative – would be an amendment to the Basle capital adequacy regime to raise the cost of proprietary trading and of bank lending to hedge funds. It is bizarre that western governments have allowed insured deposits of the global banking system to be used in morally hazardous destabilising speculation of this kind – especially when it could saddle their exchequers with a very large bill.

OBSERVER

Full charge at the banks

Who said Canadian banking was boring? The battle over mergers in the sector is taking on the trappings of a medieval tournament.

John McCallum, the Royal Bank of Canada's chief economist, has thrown down the gauntlet, accusing competitor ScotiaBank of propagating "distortions, myths and unsubstantiated assertions" about two proposed banking marriages. One would see Royal Bank of Montreal and the other would merge Toronto-Dominion with the Canadian Imperial Bank of Commerce.

Scotiabank, the lone bachelor, has urged the federal government to block the blissful unions, warning of unhealthy levels of concentration. So McCallum has challenged ScotiaBank chairman Peter Godesoe to nominate his own chief economist, Warren Jestin, to debate publicly the mergers.

Such confrontation is rare in the button-down banking world. But the merger fight is no ordinary contest. While the four banks have staked their economic futures on the deals, the political future of Paul Martin, Canadian finance minister, may depend on blocking them.

Martin wants to be the next prime minister, which will need

the backing of his own Liberal party caucus. But many backbenchers hail from small towns that fear half their local bank branches will close if the mergers go ahead. Nothing would make Martin happier than some good, sound reasons for saying no. Let the jousting begin.

Slovakian stars

So who else is flying in to add a touch of badly-needed sparkle to prime minister Vladimír Mečiar's campaign as the Slovak elections enter their final round?

The latest to turn up at the weekend was enduring cinema sexpot Claudia Cardinale, who joined Mečiar on a chat show. Somehow, the prime minister's party had already managed to persuade supermodel Claudia Schiffer to join him in opening a stretch of motorway, though French actor Jean-Paul Belmondo sent his son to cut the ribbon on another bit of road.

The latest rumour is that rugged French heart-throb Gerard Depardieu is also on his way with a pair of scissors. All the celebrities deny their visits have anything to do with politics, it's just that they love Slovakia. But big business supporters of the former boxer-turned-prime minister who privatised state assets cheaply are clearly coughing up cash to bring out the stars.

Mečiar does some things on his own, however. He's just laid

a foundation stone at a new Volkswagen factory; curiously, no VW people were present and it denies any decision on a new plant has been made.

Alberto opens up

It wasn't what he said, it was the fact he opened his mouth at all. Peruvian president Alberto Fujimori's mysterious security adviser, Vladimir Montesinos, has emerged from the shadows.

Montesinos, who wears his black hair slicked back in the style of a 1920s tango singer, is de facto chief of the feared intelligence services, which have played a big role in a successful campaign against Peru's rebels. But they've also been linked to murder, torture and other human rights abuses.

Dismissed as an army captain, Montesinos was jailed for one year in the 1970s after being charged with selling military secrets. He became a lawyer defending drug traffickers before becoming Fujimori's security adviser in 1990.

His public utterances last week, prompted by the capture of a guerrilla column, were in themselves of little consequence. But opposition legislators reckon his brief appearance before the cameras forms the start of a bid to clean up the image of the second most powerful man in Peru. Victor Joy Way, president of congress, says he sees no reason why Montesinos shouldn't

Financial Times

100 years ago

Turnoff in Paris
The wildest and most fantastic rumours are being spread. Only the other day, one of those Paris sheets which go in for sensational items had a dramatic account of an angry discussion between M. Faure, the President, and M. Brisson, the Prime Minister. They were represented as being about to come to blows, with the Minister of War interposing,

and the Whole Council of Ministers holding on to the would-be combatants' coat-tails. Of course, the whole thing was an invention, but such is the present upside-down condition of things that there were not wanting people to believe it.

50 years ago

Tobacco "Famine"
Mr. John B. Hudson, president of Tobacco Associates Incorporated – chief trade organisation of American tobacco producers – is to visit London to look into Britain's tobacco "famine." He is expected to make a personal check on charges that recent British tobacco purchases in "soft currency" countries discriminated against American growers and infringe the Anglo-American financial agreement.

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Week 39

INSIDE

BA hopes alliance plans will lift its ailing share price

Robert Ayling (left), British Airways' chief executive, and Don Carty, head of American Airlines, will this morning reveal their plans to conquer the world. At a joint London press conference, the two are expected to announce that Cathay Pacific, the Hong Kong-based carrier, will join their planned worldwide alliance. Mr Ayling will be hoping his evident determination to create a force capable of taking on the star-airline Star Alliance will lift investor confidence in his company. BA is widely admired, and often feared, by competitors. Shareholders have been less impressed. Page 20

Alarming welcome for Fiat chairman
When Paolo Fresco, who next month becomes chairman of Fiat, made his first public appearance at the annual meeting of Italy's largest manufacturing company in June, the company was flush with record profits and revenues. Barely three months later, senior executives are sounding the alarm bells and analysts are revising downwards earlier profit estimates. Page 21

Africa considers integration

The twin forces of economic liberalisation and a decline in overseas aid have seen governments from the Sudan to Malawi open stock markets in the last decade. But analysts say many sub-Saharan markets are too small to be viable and should be merged to function on a regional basis. Page 23

Siemens orders surge after US deal
Adolf Höttl, the president of KWU, Siemens' power plant division, has taken up golf, the favourite game of US business. His move, in the name of US-German cultural cohesion, follows the purchase of Westinghouse's electricity generation arm. However, the commercial benefits of the merger have been even quicker to manifest themselves in a surge of orders that threatens to swamp the US factories of Siemens Westinghouse Power Corporation. Page 22

Merrill offers hindsight bonds

A new type of investment bond that carries out asset allocation between European markets with the benefit of hindsight could become common as Merrill Lynch prepares to lend the weight of its name to a DM1bn (\$591m) issue. Page 24

Europe's focus turns to German polls
European equities will remain under pressure this week because of mounting concern over a global economic slowdown, the election in Germany and the meeting between President Clinton and the US and Japan's prime minister Keizo Obuchi. Page 27

Swiss split over gold reserves sale
Swiss public opinion is divided over whether the central bank should sell part of its gold reserves, according to a new poll. Page 24

FT GUIDE TO THE WEEK

— full listings Page 36

FINANCIAL PROBLEMS

World financial problems will dominate discussions when European Union finance ministers gather in Vienna for a two-day "informal" meeting, starting Friday. Rudolf Edlinger, finance minister of Austria, holder of the rotating EU presidency, will update ministers on developments in Russia following a planned visit there during the week.

KOHL'S CROSSROADS
Germany votes on Sunday to decide its government for the next four years. After 18 years as chancellor, Helmut Kohl is fighting for re-election against Gerhard Schröder, the Social Democratic candidate. Opinion polls put Mr Schröder ahead, but in Bavaria's state elections this month pre-poll projections were inaccurate.

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CLOUD CAST OVER OBUCHI-CLINTON MEETING AS BIPARTISAN SUPPORT FRACTURES OVER BEST WAY TO DEAL WITH AILING LTCB

Dispute hits Japan's bank reform plan

By Michiyo Nakamoto in Tokyo

Cracks yesterday started to appear in the cross-party agreement on banking reform struck in Japan at the end of last week - with the government and opposition divided about the future of the ailing Long Term Credit Bank.

The split could lead to the collapse of the reforms, which pave the way for measures to tackle the country's massive bad loan problem. Any divisions will cast a shadow over

tomorrow's meeting between Japanese prime minister Keizo Obuchi and US president Bill Clinton.

Mr Obuchi was to present Mr Clinton with Friday's agreement as proof that the Japanese government was making progress in tackling the country's massive bad debt problem.

The news could also cause further falls in the stock market. "The market is going to be disappointed," said James Fiorillo, banking analyst at

ING Barings in Tokyo. "On Friday night, they reached an agreement. But the devil is in the details."

The agreement between the ruling Liberal Democrats and opposition parties came on Friday after weeks of intense negotiation. However, it became clear over the weekend that the LDP and the opposition Democratic Party of Japan hold widely divergent interpretations of the deal. The LDP needs the co-operation of the opposition since it does not

have a majority in the Upper House of the Diet.

Nao Kan, leader of the Democratic Party, warned yesterday that the differences in interpretation could lead to the agreement being annulled.

He also called on members of his party to prepare for a general election, indicating that the instability of the government increased the chances that parliament would have to be dissolved.

The agreement stated that the Long Term Credit Bank

(LTCB) - which has become a test case for the government's policy on troubled banks - would be placed under "special public administration" or dealt with through "other measures". The opposition believes this means the LTCB will be nationalised. It insists that the agreement calls for the abolition of a Y13,000bn (\$89bn) public fund to recapitalise weak banks, such as LTCB.

"It has been confirmed between Prime Minister Obuchi and myself that the Y13,000bn fund would not be used to inject public funds into LTCB," said Mr Kan.

But the LDP insists that the expression, "other measures", leaves the option of using the Y13,000bn public fund to recapitalise LTCB without treating it as a collapsed bank.

"We hope to employ the [opposition-proposed] scheme to put LTCB under state control... but we would also like to have a few more choices," said Yoshiro Mori, secretary general of the LDP, yesterday.

Union veto ousts UAL chairman's chosen successor

By Richard Waters in New York

The heir apparent at UAL, the parent of United Airlines and the biggest employee-controlled company in America, has quit after it became clear that two unions representing workers would not back him to become the company's next chairman.

News that John Edwardson had resigned emerged on Friday after the stock market closed. Shares in the company could suffer when trading resumes today. While distrusted by the unions, the UAL president and chief operating officer was highly regarded on Wall Street, where he has been credited with helping to turn UAL into the country's largest airline.

Gerald Greenwald, expected to retire as the company's chairman next year, said of Mr Edwardson: "Both the board and I have the highest regard for his potential as a CEO." His chosen successor had decided to resign after realis-

ing the heads of the International Association of Machinists and the Air Line Pilots Association would not support the appointment.

The resignation marks the second time the airline's unions have exercised a veto over the company's management. They also demanded the head of Stephen Wolf, the former chairman who was instrumental in handing control to employees in the first place.

Mr Wolf agreed to give 55 per cent of the company to its employees in return for wage concessions in 1994 - the furthest any US airline went at the time in efforts to survive an industry-wide downturn.

The management disruption at UAL is the latest sign of how labour relations have worsened in spite of the powerful rebound in airline profitability and the fact that a large slice of equity ownership is now in the hands of unions.

Northwest Airlines, the fourth largest, is recovering from a strike by its pilots, who argued they were not benefiting enough from the turnaround in company fortunes.

They were not benefiting enough from the turnaround in company fortunes.

Mr Edwardson's departure comes as UAL prepares for negotiations over union contracts that expire in 2000. Lack of union support for him was seen on Wall Street as an indication unions feared he would have tried to drive a hard bar-

gain. Stating his reason for quitting, Mr Edwardson said:

"United does not need a disruptive or disruptive succession process."

A former executive vice president of Ameritech, the regional telephone company, he joined UAL as president in 1994 and became chief operating officer a year later.

blue-chip stocks this year - rose SF154 to SF2,650.

The reshuffle at the top of two of Switzerland's best-known companies also settled the future of Lukas Möhlmann, 48, the ex-McKinsey consultant who has been responsible for transforming the fortunes of Credit Suisse.

There had been speculation that Mr Möhlmann, a former

chief executive of Swiss Re, might leave. However, Credit Suisse named Mr Möhlmann to take over from Mr Gut as chairman. He will continue as chairman. He will continue as chairman.

Nestlé and Credit Suisse have close boardroom ties. Until May 1997, Helmut Maucher, the Nestlé chairman who retired in 2000, was vice-chairman of Credit Suisse, and

Mr Gut has been a non-executive director of Nestlé since 1981 and a vice-chairman since 1991. Peter Brabeck-Letmathe, Nestlé's chief executive, sits on the Credit Suisse board.

Analysts welcomed the fact that Mr Brabeck, 53, who took over as Nestlé's chief executive in June 1997, will continue to concentrate on the role.

Rainer Gut to become non-executive chairman of Nestlé in 2000

By William Hall in Zurich

Rainer Gut, Switzerland's best-known international banker, is to become non-executive chairman of Nestlé, the world's biggest consumer food company.

The appointment in 2000 of Mr Gut, who has dominated Credit Suisse Group for more than two decades and chaired

it for the past 12, surprised some observers. They had expected him to concentrate on his non-executive directorships when he retires from the banking group.

Mr Gut, who turns 68 this week, will move to chair a company that is more than twice the size of Credit Suisse and employs more than three times the staff. His non-

executive directorships include Daimler-Benz, Pechiney and Union Carbide.

Nestlé announced a reshuffle on Friday along with its first-half profits, which showed a 7.4 per cent increase in net profits to SF220m (\$13.3bn) and an improvement in net profit margins. The group's shares - the best performing stock in the Swiss Market Index of

blue-chip stocks this year -

rose SF154 to SF2,650.

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RICHARD WATERS GLOBAL INVESTOR

The global margin call leaves markets in a funk

By Richard Waters in New York

This devastating process seems open-ended. As a risk management expert at a New York bank said: "I'm not even sure I know how well we're able to tell when it has ended."

For now, it is probably safe to conclude that it hasn't. Marking to market doesn't work when there is, in effect, no market, says Henry Kaufman, a Wall Street economist. Who knows what the real loss is on Russian debt?

Forget the fundamentals. Whoever first described this summer's financial shock as a "global margin call" was right. In the new era of securitisation, bed news ricochets quickly around the markets - and Wall Street, which is further down the securitisation road than the rest of the world, is feeling the pain worse as a result.

The disciplines of marking to market and the daily margin call have become the dominant forces of this era. If prices fall in one market, the loss has to be taken at once: cash margin calls must be met. That triggers the liquidation of other positions, leading to a flight from risk and paralysing illiquidity that now has so many markets by the throat.

The rolling margin call was progressing in slow-motion until Russia defaulted - since then it has been a rout.

Perhaps there are fresh supplies of capital waiting to be ploughed through, and a new army of investors with an

unsated appetite for risk ready to come to the rescue. After the bloodbath of the past two months, though, that seems unlikely.

For now, the luxury is to be subjected to an accounting regime that does not force you to take the pain - something that few on the securities Wall Street of the 1990s enjoy.

"If you can take a five-year view and don't have to mark to market, you're in a much better position," says the risk manager. For everyone else, he adds, the requirement for transparency has added to the general sense of risk aversion.

Even the favoured few, however, may be advised

COMPANIES & FINANCE: UK

BA tries to propel its shares through the cloud layer

Michael Skapinker on Robert Ayling's intention to lift investor confidence

Robert Ayling, British Airways' chief executive, and Don Carty, head of American Airlines, will this morning unveil their plans to conquer the world.

At a joint London press conference, the two are expected to announce that Cathay Pacific, the Hong Kong-based carrier, will join their planned worldwide alliance. The alliance, which has yet to receive UK and US regulatory approval, is also expected to include Qantas of Australia, Japan Airlines and Iberia of Spain.

Mr Ayling will be hoping his evident determination to create a force capable of taking on the six-airline Star Alliance will lift investor confidence in his company. BA is widely admired, and often feared, by competitors. Shareholders have been less impressed.

BA's shares open this morning at 411p. On July 7, they stood at 705p. Over the past year, they have underperformed the FTSE 100 by 40 per cent.

Yet this is a company that attacked its cost base with vigour when the economy was strong, suffering a dam-

aging clash with its cabin crew in the process, so that it would be able to withstand the economic downturn when it came. It has also cut expansion of its aircraft capacity, striking deals with manufacturers which will allow it to delay deliveries should the world economy deteriorate further.

The strong pound and the Asian crisis helped produce a first quarter result which disappointed the City – even though operating profits rose 23.6 per cent to £178m.

There were worrying elements in the results: load factor, or aircraft occupancy, fell 2.6 percentage points to 67.2 per cent. Passenger yields – the amount customers pay for each kilometre travelled – fell 4.3 per cent because of sterling's strength and a fall in the proportion of first and business class passengers.

A further concern is that BA's first quarter figures were flattered by a fall in its fuel bill to £180m from £204m last year. Some analysts worry that BA is vulnerable to any firming of oil prices.

There are other worries, such as whether BA will be

allowed to receive cash for London take-off and landing slots, has to give up in return for its alliance with American. The UK Office of Fair Trading has recommended BA and American give up 287 weekly slots, but says it should be allowed to sell them to rivals. The European Commission says such sales are illegal and BA and American should give up their slots free.

Following the first quarter results, analysts cut their full-year pre-tax profit forecasts from about £700m to between £520m and £650m, compared with £530m last year.

But this does not explain why the market has marked BA's shares down so much more than those of other companies affected by the strong pound and recession worries.

One of BA's problems is that it has become a bellwether company. When the economy looks gloomy, investors punish the airline. "BA is viewed in the market as being a measure of general economic activity," said Richard Hannah, analyst at BT Alex Brown.

"The classic one used to be ICL. These days it's airlines. It's not just in the UK – in the US too."

But BA's defenders argue the market reaction is overdone. Its forward buying of fuel has protected it from an upturn in the fuel price, they say. Its large international network means it can switch aircraft from weaker routes to stronger ones. For example, a Boeing 747 which was flying from London to Kuala Lumpur and then to Jakarta, has been rerouted to fly from Malaysia to Sydney instead.

BA's supporters argue its aircraft buying policy has been cautious, which will allow it to adjust to any sharp downturn in the world economy. Its recent order for up to 185 narrow-bodied Airbus Industrie aircraft received wide publicity. Less attention was paid to the unusually small proportion of firm orders – only 58. The rest are options that BA can exercise in accordance with passenger demand.

And although BA's aircraft capacity will rise by 8 per cent this year, the airline said the increase over the next two years will be far smaller. Between 1998 and



Robert Ayling: to announce an expanded alliance

Colin Beale

2001, capacity will grow no more than 14 per cent slightly below the expected increase in worldwide passenger numbers.

BA also ordered 16 wide-bodied Boeing 777s, with options on a further 16. But five of the 777s replace existing orders for bigger 747s. By introducing smaller aircraft, BA hopes to improve yields. With fewer seats, it is less

likely to have to sell empty ones cheaply.

Will all this persuade the market to take a kinder view? While BA has said little publicly, it has been arguing its case with institutions. The effect so far has been slight. During last week, BA's shares rose 2p from their low for of 30p. It is a start, but it is not quite take-off.

COMMENT

TeleWest

That TeleWest has tunneled its way into the bright lights of the FTSE 100 must leave battle-scarred investors blinking. After all, it underperformed the market by some 75 per cent from its 1994 flotation to January 1998. At 169½p, the shares are still below their 182p flotation price. Acquisitions and issuing paper has got TeleWest its footie slot. Admittedly, the company is getting its act together. The focus has shifted from digging up roads to wooing customers. Acquisitions should trim central costs, strengthen its negotiating hand with suppliers and extend the brand over bigger franchises. Investor confidence has also improved after more than a year of cashflow positive results. AT&T's recent takeover of TCI of the US is a reminder that those sunken cables are highly valued by telecom companies because they provide direct access to homes.

Cable should be in pole position to become the mass-market choice for customers in the digital age. Its broadband technology is ideal for pumping internet services and interactive television into homes. But the best technology doesn't always win the commercial day. More consolidation is probably needed before cable can square up to mighty British Telecommunications. Meanwhile, penetration rates for TeleWest's cable TV service still look unimpressive, while the proportion of subscribers disconnecting is still too high. Cable has not cast off its potential to disappoint.

Water stocks

Utilities are safe havens in times of market turmoil. But one of these backwaters could prove treacherous in the next few months. Water shares have outperformed the market by more than 25 per cent since May. At current prices, however, investors are possibly taking too sanguine a view of regulatory risk. In just over a month the regulator will set out a range of one-off price cuts for companies. The result could be ugly, especially if the government indicates a target for future capital expenditure towards the lower end of the 25bn-215bn range. Lower capex strengthens the case for further price cuts. Current share prices assume a benign outcome and investors could be in for a shock if price cuts are much above the average 8-10 per cent many expect.

Astra satellite owner lifts revenues 13%

By Cathy Newman

Société Européenne des Satellites, owner of the Astra satellites, reported a 13 per cent increase in revenues to LFr10bn (\$280m) for the six months to the end of June. The company, which floated one sixth of its equity on the Luxembourg stock market earlier this year, said net income rose eight per cent to LFr3.5bn.

Romain Bausch, director general of SES, said the revenue growth reflected the introduction of its Astra 1G satellite. However, he added:

"That costs have increased partly because of marketing expenditure on new digital broadcasting services."

US groups raid 'cheap' UK engineering sector

By Peter Marsh

A quarter of the UK's publicly listed engineering companies have been taken over or re-classified in the past two years.

More than half the £4.56bn (\$7.66bn) spent taking over UK publicly quoted engineering companies has been spent by US groups, according to an analysis by the *Financial Times*.

Many engineering concerns are under pressure. Consolidation is taking place across the industry, aided by the low stock market valuations of UK-based engineering companies, which have made them appear cheap to over-

seas groups. In the past two years, the sector has seen its combined share value fall by a third in relation to the rest of the UK stock market – with the strength of sterling reducing its competitive position.

In October 1996, there were 165 listed engineering companies. Since then, 41 have left the sector or announced they will.

Eight have been bought by US businesses, which have spent a total of £2.42bn. Of this, £1.5bn has been spent on the biggest deal in the sector – the takeover of T&N by Federal Mogul.

Four businesses have been bought by foreign groups

from Canada, France, Kuwait and Finland in deals totalling \$204m. UK companies have spent £1.49bn on 10 businesses.

Management buy-outs have accounted for six deals totalling £351m, while nine companies have moved into different sectors. Four companies have closed but balancing the "shrinkage" are 18 companies that have moved to an engineering classification giving a net reduction of 23 companies.

Since the beginning of this month three businesses – David Brown, Rubicon and UPF – have been acquired by US companies or subject to a management buy-out.

Business Post shares fell by 332½p to 365p when it warned that optimistic statements on trading prepared partly by Mr Montague-

Business Post awaits statement by ex-director

By Robert Wright

The suspended finance director of Business Post Group, the UK private postal company, who resigned on Friday, plans to respond this week to the company's criticism of him.

Business Post last week appeared to blame Torquil Montague-Johnstone, its suspended finance director, for last Wednesday's profits warning which caused a 47 per cent fall in the value of its shares.

Business Post shares fell by 332½p to 365p when it

warned that optimistic statements on trading prepared partly by Mr Montague-

Johnstone – and given at the company's annual general meeting in July – had been "unrealistic".

Last week's events appear to have spurred the finance director to resign and to plan a statement to this week defending his actions.

Mr Montague-Johnstone's departure was originally announced on August 13, when it was said he would be leaving within six months. The departure of the finance director followed the news that Michael Jones, Business Post's managing director, was planning to leave the group. Mr Jones's departure was announced at the time of the controversial

AGM trading statements.

The news that the two executives were to leave brought the return of Business Post founders Michael and Peter Kane, to executive positions. The Kanes were unhappy with Mr Montague-

Johnstone because he had exercised all his share options and sold his entire stake in Business Post in early July, realising £4.1m. Mr Jones sold some shares at the same time.

Business Post last night

said it was not aware Mr Montague-Johnstone was planning a statement. "Obviously, we will wait to see what he has to say," the company said.



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COMMENT
TeleWest

Ronson shares set to resume trading today

By David Blackwell

Shares in Ronson, the cigarette lighter distributor headed by the 71-year-old US entrepreneur, Victor Kiam, are set to resume trading on the London Stock Exchange today.

The move follows the approval on Friday of the placing and open offer of 850,000 ordinary shares at 1p by an extraordinary meeting of shareholders. The shares last traded in June, when they were suspended at 4½p after the group failed to announce results for 1997.

Albion Consortium Fund - the offshore fund in which Jack Lyons, the financier, has an interest - will be the biggest shareholder with just over 21 per cent of the ordinary shares and 100m convertible shares. Mr Kiam has invested £1m of his own money in 100m shares, and holds warrants for another large tranche.

The group, advised by Charles Stanley, has raised more than £8m through the rescue refinancing package that was agreed last month after many delays and announced alongside the results. These showed that pre-tax losses深ened from £1.7m to £1.5m last year on turnover down 17 per cent to £26.3m.

The audited accounts were qualified because of inadequate information for the first half. The group also reported pre-tax losses for the six months to July 4 reduced from £5.27m to £2.5m on turnover of £10.4m (£1.4m).

The proceeds from the refinancing package will be used to reduce the debt of £5.3m incurred after the two years of losses.

The restoration of the listing today marks the end of a remarkable year for Ronson, including an out-of-court settlement with its former chief executive, Howard Hodgson, the 1980 stock-market star ousted in June 1997.

Mr Kiam, who is famous

for liking the Remington electric shaver so much that he bought the company, entered the picture earlier this year as Mr Hodgson, who had built an empire from a family funeral parlour, started work as chief executive of the rival cigarette lighter group, Colibri Corporation.

Mr Kiam said in March that there were many similarities between Ronson and Remington, which was making losses when he led a highly leveraged management buy-out in 1978. Where Remington was fighting for market share with other shaver manufacturers as well as razor blades, Ronson is facing other lighter companies, particularly the disposables.

"I would like to build it to a company that gets the same respect as other companies that I am associated with," he said.

Deals in the shares of Glasgow Celtic Football Club will today move to the main market from Aim. The move is likely to help the club benefit from the recent rise in football stocks following the £62.3m bid by British Sky Broadcasting for Manchester United.

Celtic won the Scottish League's premier division last season for the first time since 1988, ending a run of nine victories by local rivals, Rangers. However, the start of this season has seen Celtic facing some poor results and a revolt by players over bonus payments.

Celtic shares, issued at 25p in September 1995, closed at 238p on Friday, making the club one of the junior market's best performers. The shares will be subdivided by 100, making the likely opening price today 23.8p, with a total market capitalisation £8.6m. Celtic's chairman, Fergus McCann, who owns 50.4 per cent of the shares, has announced he intends to leave before the end of the season and to sell his shares.

Market movers

Paolo Fresco will not be shuffling to the carefree rhythm of a samba when he walks into his new office at Fiat.

The former number two at General Electric, the US conglomerate, is due to start working full-time next month as the chairman of Italy's largest manufacturing company. Hot on his desk will be the Brazilian crisis, which could severely dent company profits next year.

Everything seemed rosy at the beginning of the summer. When Mr Fresco made his first public appearance at Fiat's annual meeting in June, the company, streamlined around its core automotive businesses and successfully engaged in a significant globalisation strategy, was flush with record profits and revenues.

Barely three months later, senior executives are sounding the first alarm bells and analysts are busily revising downwards earlier profit estimates.

Fiat had already said in June that profit margins in its core car business had tumbled in the first quarter, from 1.2 per cent to a mere 0.1 per cent. This was largely seen as a seasonal slide in the Brazilian car market, where Fiat sold 509,000 vehicles last year - 18.5 per cent of its total 1997 sales of 2.7m vehicles.

The situation in Brazil has continued to worsen. Since the beginning of the year, new car sales in Brazil have fallen 25 per cent. In July, Fiat reduced its daily Brazilian output from 2,200 to 2,100 vehicles a day.

In Madrid for a car launch last week, Paolo Cantarella, Fiat chief executive, warned of difficult times ahead. Roberto Testore, head of the company's car division, suggested that first-half results - due tomorrow - would also reflect the Latin American slump.

Fiat, says Nick Snee, motor industry analyst at J.P. Morgan Securities, is paying the short-term price of its globalisation. "Fiat has long had one of the most convincing internationalisation strategies of any car

producer," he says. "Unfortunately, while Fiat's globalisation programme should be seen as a virtue in the long run, it does leave the group more exposed to short-term problems in the emerging regions than companies which have been less successful in diversifying internationally, such as the French volume producers."

Both Mr Cantarella and

Mr Testore have in recent weeks continued to emphasise the company's long-term commitment to the internationalisation strategy it has crafted during the last decade. Fiat will proceed with its \$200m joint venture to build up to 150,000 cars a year in Russia. It remains committed to Brazil and Argentina, as well as Poland, Turkey, India and China.

The challenge for Mr Fresco will not so much be, as many had assumed a few months ago, to internationalise even further, but to implement the global strategy devised by his predecessor at a time when emerging markets are in crisis.

To make matters worse, Fiat is coming under pressure on other fronts. Its New Holland farm machinery

subsidiary, one of the company's most profitable divisions, which reported net earnings of £818m (\$900m) last year, is having to contend with recession in the agricultural sector that is expected to lead to more intense price competition among equipment suppliers.

Another problem is the decline in Italian car sales following the end of government incentives.

Mr Testore said that, without new incentives, new car sales in Italy next year would fall to about 1.8m, from 2.4m in 1997. Sales this year were expected to be around 2.2m.

Next month Fiat will lay-off temporarily 6,000 workers in Italy to adjust production to the lower demand.

There are some bright spots. Giancarlo Boschetto, managing director of Iveco, said this month that Fiat's commercial vehicles subsidiary would show sharply higher first-half profits.

Fiat also saw its overall European car sales grow 2.7 per cent in the first eight months of this year, giving it a market share of 11.4 per cent - second only to Germany's Volkswagen.

1998 pre-tax profits to be in line with last year's £4.182bn but analysts no longer expect it can achieve flat profits this year. J.P. Morgan, by far the most bearish, expects earnings per share to fall to £3.32 in 1998 from £4.44 last year, dropping to £3.18 next year.

After a 37-year career at GE, Mr Fresco is not walking into a cosy retirement.



Paolo Fresco: faces challenge of implementing global strategy

COMPANIES & FINANCE

Fiat chairman faces frenetic welcome

Paolo Fresco must take the heat out of global strategy during crisis, writes Paul Betts

CROSS BORDER M&A DEALS					
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT	
ING (Netherlands)	BBH-Bank (Germany)	Banking	\$1.33bn	Stake to 39%	
Bayer (Germany)	Unit of Chiron (US)	Medical diagnostics	\$1.1bn	Bayer reshuffling	
Coca-Cola (US)	Orangina (France)	Soft drinks	\$865m	French block	
General Motors (US)	Suzuki Motors (Japan)	Auto manufacture	\$315m	Stake gives boost	
GEC (UK)	Unit of Ebscint (Israel)	Medical equipment	\$275m	Tomograph trophy	
Havas (France)	Anaya (Spain)	Publishing	\$244m	Founder exits	
ADC Telecoms (US)	Teledata Comms (Israel)	Telecoms	\$200m	Global move	
Kwik-Fit (UK)	Speedy Europe (Int'l)	Auto repairs	\$176m	Canadian disposal	
Ean Corp (Ireland)	NanoSystems (US)	Pharmaceuticals	\$150m	Delivery deal	
Cushman & Wakefield (US)-Healey & Baker (UK)	Property sercs	Property sercs	\$118m	More consolidation	

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COMPANIES & FINANCE

CANADIAN TELECOMS NON-COMPETITION AGREEMENT ABANDONED

Stentor groups agree loosening of alliance

By Scott Morrison in Toronto

The alliance formed by Canada's regional phone companies to face long-distance competition has been virtually dismantled after members agreed they needed more flexibility to adapt to the rapidly changing C\$14bn (US\$8.16bn) national telecommunications market.

The Stentor alliance said its 11 members would individually assume responsibility for a wide range of functions currently performed by the alliance's staff on a collective basis. It is thought that the restructuring, which will go away with the understanding that members do not compete against each other in their regional markets, will further increase competition in the Canadian market and enable the companies to meet specific customer needs better.

As of January 1999, the 11 former monopolies, which include Bell Canada, BC Tel and Telus, are to be responsible for product and service development, technology development, management of regulatory issues and national sales support.

About 1,000 Stentor employees will be transferred to member companies, while another 800 workers are to continue to operate and manage Canada's national network, comprised of regional networks owned by Stentor members.

The decision to decentralise the alliance's functions effectively reduces Stentor to a vehicle through the agreement of the group's exchange of traffic can be implemented. The companies will become free to expand beyond their regional boundaries. A decision on the future of the alliance's policy, advisory and government relations arm will be made in November.

Colin Latham, chairman of



Change calls: more flexibility needed in C\$14bn market

the Stentor alliance of chief executives, said the restructuring would enable the group's members to better meet customers' needs. "It's time to move on. We had to change," he said.

Previous alliances among the companies evolved into the Stentor format in 1992 to help them manage the transition from a monopolist to a competitive market. Stentor acted as a marketing, lobbying and co-ordinating body for its members, but detractors said the alliance had become too cumbersome to allow members to respond quickly to Canada's increasingly dynamic marketplace.

Alternate long-distance providers, such as Sprint Canada and AT&T Canada, have been gaining market share by repeatedly lowering rates and providing better services through seamless national networks. And a number of other providers are scheduled to begin offering local service in selected markets in early 1999.

Bell Canada, Telus and BC Tel, the three largest Stentor members, are seen as the most likely to thrive once they are free from the

restrictive Stentor structure, which was governed by consensus. The smaller companies will continue to serve their local markets and possibly seek out niche markets on a national scale.

"Every Stentor company will be much more focused, responsive and agile," said Winfried Freuhau, a telecoms analyst at a Toronto brokerage.

Stentor's fate was sealed earlier this year when Telus, the Alberta phone company, engaged in talks to form a business combination with AT&T Canada. Discussions broke down, but they served notice that Telus, among others, was no longer satisfied to operate within the confines of the alliance.

At least one Stentor member, however, acknowledged that it was likely that the new arrangement was a "band-aid" to hold together the alliance temporarily. Changes in the market and the likelihood of future mergers and acquisitions meant the group's members would increasingly view each other in a competitive light rather than as partners in a co-operative alliance.

Manila fights to save PAL from closure

The Philippine government said yesterday that it was making every effort to save Philippine Airlines, which has announced it will shut up shop next week, reports Reuters in Manila.

"With two days to go before Philippine Airlines closes down, President Joseph Estrada is still trying to get the airline's management and labour to agree to a settlement that can keep the airline in the air," said a spokesman for the presidential palace.

"The president is exhausting all efforts to arrive at a middle ground," he added.

Asia's oldest national airline has said that it will cease operations after 57 years at midnight on Wednesday, pointing to enormous losses and protracted disputes with its pilots, flight attendants and ground crew unions.

PAL took the decision after its ground crew union reversed its earlier acceptance of the management's offer for employees to own a 20 per cent stake in the airline in exchange for suspending labour negotiations for 10 years.

The union proposed a five-year suspension. PAL's creditors and potential investors have set industrial peace as a condition for rehabilitating the airline.

A three-week pilots' strike in June dealt PAL a heavy financial blow, forcing the airline to seek a moratorium on its \$2bn debt.

President Estrada has said he will meet management and the unions today to try to work out a compromise. However, there is no indication that such a meeting has been scheduled.

Siemens orders surge after US deal

Direct benefits of the merger will start to flow next year, writes Christopher Parkes

Adolf Hütte is learning to play golf. Quick to recognise the need for US-German cultural cohesion following the August 1 completion of the purchase of Westinghouse's electricity generation arm, the president of KWW, Siemens' power plant division, has taken up the favourite game of US business.

However, the commercial benefits of the merger have been even quicker to manifest themselves in orders that threatens to swamp the US factories of Siemens' Westinghouse Power Corporation.

Although the Asian crisis has obliged the Siemens group to reduce next year's sales expectations in the region by up to 30 per cent, this has been more than offset by rapid growth in the US and Latin America, says Randy Zwirn, president of the new company.

Chinese demand was still stable, Mr Hütte said, and pointed out that despite the economic disruption, no orders from elsewhere in Asia had yet been cancelled.

As a result, SWPC's gas turbine production schedules are almost full for the next two years or more, and with many US buyers pressuring for installation in time for the summer peaks of 1999 and 2000, customers outside the US may find they have to wait longer than usual for deliveries, he said during a meeting of the World Energy Congress in Houston.

In the past four months, on the physical assets that are necessary to back-stop these transactions," Mr Hütte said.

Although growth elsewhere will not be as vigorous as in the US, he forecast that worldwide demand for all types of power plant would continue to increase

Although growth elsewhere will not be as vigorous as in the US, worldwide demand for all types of power plant are expected to continue to grow for the next decade, with rises of about 20 per cent a year in generating capacity up to the end of 2002.

at least the next two years. "Our manufacturing capacity is full until well into 2001," Mr Zwirn said.

The main reasons for the rise in orders relate to weaknesses in the increasingly deregulated US power market, which this summer saw spot prices rise as high as \$7,000 per megawatt hour as the robust economy stretched existing generating capacity. The US summer peak load was 5 per cent higher than last year.

"We saw a number of companies that had entered the energy trading business stumble badly... and there was a renewed focus

on the physical assets that are necessary to back-stop these transactions," Mr Hütte said.

"The earliest effects can be expected in our purchasing sector, followed by the reorganisation of our global manufacturing and supply management network," he said. And all changes would be based on the basis of "best practices", regardless of whether they originated in the US or Germany.

Set on avoiding the cultural conflicts comparable to those which dogged conservative Siemens' fumbled takeover of the entrepreneurial Nixdorf software business into its information technology hardware business, Mr Hütte said he had established a "ground rule" that SWPC would be an American company.

"This is one of our big issues," he said, and external consultants would be hired to offer expert advice. "To some extent it depends on people, and we would like to minimise our mistakes."

Mr Zwirn appeared to harbour few concerns. "Very early on they made it very clear we'd be treated like a merger rather than an acquisition. We don't believe we've been taken over, we feel we have been saved," he said.

Even so, he added, he would have felt even more comfortable had the merger between Daimler-Benz and Chrysler been completed a year ago: "Then we could learn from their mistakes."

Oki extends holidays to cut costs

By Alexandra Horne in Tokyo

Oki Electric said it would send workers at two semiconductor plants home for extended holidays in an attempt to bring its loss-making chip unit back into the black.

Oki, which accounts for less than 1 per cent of the memory market, said it

plans to send employees at its Miyazaki and Miyagi plants home for 10 days this year with a 10 per cent salary cut.

The company has already completed its first round of temporary work stoppages. Earlier this month, 600 employees at the Miyazaki plant were sent home for three days. The group declined to say how much it expected to reduce expenses as a result of the move.

Oki, which has one other chip factory in Thailand, said it was considering further cutbacks in its semiconductor business. Last year, the group fell into the red with Y8.1bn (\$61m) in net losses on sales of Y76.6bn, up 4.4 per cent against the year before. The group hopes to return to profitability in the year ending in March.

Valeo

VALEO HALF YEAR RESULTS
Net income up by 13%
Launch of the integration of ITT Electrical Systems

Valeo's Board of Directors meeting on September 15th 1998, closed the Group's consolidated accounts for the first half of 1998.

Consolidated accounts

	1st half 1998	1st half 1997	% change 1998/1997
Sales	19,180	17,260	+ 11.1%
Gross margin (in % sales)	3,895	3,489	+ 12.3%
Operating income (in % sales)	1,313	1,148	+ 14.4%
Net income (in % sales)	636	740	+ 13.0%
Cash flow	2,008	1,819	+ 10.4%
Capital expenditures	1,365	1,415	- 3.5%
At June 30th 1998			
Shareholders' equity	12,951	12,234	+ 5.9%
Net indebtedness	1,209	1,318	- 8.3%
Debt-to-equity ratio (in %)	9%	11%	

- The 11.1% rise in Valeo's consolidated sales in the first half of 1998 includes 8.4% generated through internal growth, 1.9% related to the extension of the reporting entity and 0.8% to net exchange rate variations. It does not therefore take into account the recent acquisition of ITT Electrical Systems which will be consolidated as from October 1st.
- Sales grew by 9% in Europe and 18% outside Europe, that is an increase significantly greater than automotive output.
- Operating income increased more rapidly than sales.
- Net income amounted to FF 836 million, up by 13%.
- Research & Development expenses rose by 15% and accounted for 6.3% of Valeo's sales for the first half, against 6.1% during the first six months of 1997. This increase reflects Valeo's continuing efforts to offer automakers ever more innovative products and systems.
- Cash flow for the first half of 1998 largely covered the Group's capital expenditures. At June 30th its debt-to-equity ratio was reduced to 9% against 11% at the end of 1997.

The acquisition of the Electrical Systems business of ITT Industries

The first six months of the year were marked by the signing of an agreement on June 25th to acquire the Electrical Systems business of ITT Industries.

Electrical Systems achieved sales of US\$ 1.9 billion in 1997 and employs 13,000 people at 13 production sites and 3 R & D centers.

Sales

+ 11.1%

Gross margin

+ 12.3%

Operating income

+ 14.4%

Net income

+ 13.0%

Outlook

The Group generates in excess of 90% of its sales in Western Europe and North America. These two regions are home to the world's main automotive market where demand remains strong.

However, in response to the crisis in emerging countries and to the economic threat hanging over North America and Europe, Valeo is accelerating the implementation of its rationalization plans.

In 1998, the Group's consolidated sales are expected to reach around FF 40 billion, including the contribution of FF 2.8 billion in sales from Electrical Systems in the 4th quarter, against FF 34 billion in 1997 (+ 18%). On an annualized basis, Valeo's sales would amount to FF 48 billion.

Through innovation and rigorous management, Valeo intends pursuing its strategy of profitable growth at the service of its shareholders. This should result in significant operational savings and in more capital-effective management.

The acquisition of Electrical Systems was financed for two thirds by the issue of shares with warrants attached. The operation raised FF 6.8 billion in capital in line with the planned conditions.

The consolidation of the activities of Electrical Systems is scheduled for the end of September. The financial structure of the Group following this acquisition and the capital increase will remain sound with a debt-to-equity ratio at 35%.

SHAREHOLDER INFORMATION

Financial Times Surveys

Mexico

Tuesday October 6

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FINANCIAL TIMES

No FT, no comment.

COMPANIES & FINANCE

POLYGRAM BID EC DECISION ON \$10.4BN OFFER EXPECTED TODAY

Seagram waits for go-ahead

By Alice Rawsthorn

Seagram, the Canadian entertainment group, hopes today to secure clearance from the European Commission for its \$10.4bn bid for PolyGram, the Dutch music company.

If the bid, the largest in music industry history, is approved by Brussels, Seagram will then make its final filings with the US Securities & Exchange Commission. It aims to complete the deal by early November.

Seagram, which plans to cut annual costs by up to \$300m by merging PolyGram's music interests with its Universal Music subsidiary, has already cleared the deal with US regulators, and does not expect any problems in Europe.

However, if the European Commission decides to mount a full-scale investigation, Seagram would face a potentially damaging delay. It cannot start to merge PolyGram and Universal until after completion, but is



Alain Lévy, originally given \$40m of discretionary funds

already planning the merger process advised by Boston Consulting Group (BCG).

Seagram formed 20 teams of PolyGram and Universal executives (drawn from the same disciplines or regions) to discuss the restructuring. They are now making their recommendations.

Seagram is anxious to complete the acquisition on schedule by early November to prevent any further deterioration in the performance of PolyGram, where staff have been destabilised by the forthcoming merger.

PolyGram executives have also been disgruntled by the

allocation of a \$40m discretionary fund originally given by Seagram to Alain Lévy, PolyGram's former president.

The fund has been allocated by Jan Cook, finance director and acting chief executive. There have been complaints that only \$5m-\$6m was given to US personnel, and a relatively small proportion went to record executives in Europe.

Another row erupted last week when Hits, a US music magazine, reported that BCG was to receive an \$80m consulting fee. A senior executive described the report as "not inaccurate". Seagram declined to comment.

Rival groups have been trying to exploit PolyGram's instability by courting its executives. Paul Dickson, head of PolyGram Australia, resigned last week to become chief executive of News Corporation's Mushroom Records. Bertelsmann Music Group has hired four of PolyGram's European executives.

CLT-Ufa improves

By Frederick Städemann
in Berlin

CLT-Ufa, Europe's biggest broadcasting group, expects to break even in 1998 after a first half in which net operating profits more than doubled to \$86m on sales up 7.4 per cent to \$1.6bn.

The Luxembourg-based company, which is owned by Audiofina of France and the German media groups Bertelsmann and WAZ, said the improvement was driven by business in Germany and the Netherlands, where its

radio and television stations increased market share, and the disposal of non-performing subsidiaries.

In Germany CLT-Ufa owns RTL, the biggest commercial TV channel, and has stakes in four other channels.

A turnaround at other loss-making businesses, such as the RTL2 television channel in Germany and a similarly named radio station in France, which reached break-even, also contributed to the improvement in the group's performance in the first half.

GFSAs, which together with its subsidiaries New

GFSA sale talks fail

By Victor Mallet
in Johannesburg

Gold Fields of South Africa, the mining house to be dissolved following the unbundling of its assets to shareholders, has said negotiations on the sale of its Northam Platinum mine to Anglo American Platinum Corporation had ended without a deal being concluded.

Company sources said the two sides could not agree on a price.

GFSAs, which together with its subsidiaries New

Wits and Vogelstruisbuit Metal Holdings has an 82.8 per cent stake in Northam, said the mine would continue to operate as before for the time being.

"No other offers for the platinum operation are currently being considered," GFSAs said.

On Wednesday, GFSA shareholders approved the unbundling of the group's main holdings in Gold Fields Ltd and Standard Bank Investment Corp. Those stakes are worth more than R7bn (\$1bn).

EMERGING MARKETS MEETING AIDS TO RESOLVE CULTURAL AND ECONOMIC DIFFERENCES

Africa considers integration

By Joel Kibazo

International investors will be watching to see if the African Stock Exchanges Association meeting, which begins today in the Zambian capital of Lusaka, lives up to its theme of "Integration and growth of African capital markets".

The twin forces of economic liberalisation and a decline in overseas aid have seen governments from the Sudan to Malawi open stock markets in the last decade.

While the trend for a more commercial environment has been welcomed by both donors and international investors, analysts say many sub-Saharan markets (excluding South Africa) are too small to be viable and should be merged to function on a regional basis.

However a combination of national pride, competition for limited funds, different financial reporting systems and tax structures, and a lack of agreement on issues such as custody and settlement has so far prevented a move toward integration.

Michael Power, at Baring Asset Management, says: "Although it is important to have a living, breathing stock exchange, the arguments for regional markets are very clear. I would rather focus on a regional exchange where I can get cross-comparisons within sectors and across companies which we can't do now because of how small these markets are. They are limited in terms of stocks, and thus liquidity."

Many point to east Africa as an example of difficulties encountered by international investors.

Although Kenya, Tanzania and Uganda signed the East African Co-operation treaty,

agreeing to harmonise their economies and eliminate barriers to trade, their respective equity markets (excluding South Africa) are too small to be viable and should be merged to function on a regional basis.

Specialists on the region believe Kenya's Nairobi Stock Exchange, which started trading in 1954 and relaxed foreign investment rules in 1994, should have remained the market for all listed companies from the three countries.

Instead, Uganda opened a stock market late last year, but the slow privatisation programme has ensured that no single company has yet been listed.

Investor sentiment was recently dented by a vote in Parliament to put the brakes on privatisation.

Tanzania followed suit in April. While the move marked another step in the country's shift away from its socialist past, international investors remain disappointed and frustrated at its refusal to embrace foreign investment.

Analysts point out that the placing of Tanzania Oxygen, the first listing on the bourse, was undersubscribed and left 13 per cent of the stock with underwriters.

"In a country that is still poor, it is unlikely that the locals can absorb much stock," said one analyst.

However, Japheth Katto, chief executive of Uganda's Capital Markets Authority said: "We realise we have to do something and we have already started serious discussions. The ministers have asked to see a timetable to deal with the issue of integration. We are likely to start with cross-listing before we move further."

Elizabeth Morrissey of Kleinman International, the Washington-based emerging markets consultancy, said:

"Integration is going to be an issue that keeps coming up, but I can't see a resolution in the short term. These are countries that have not even started addressing issues such as different tax regimes, custody, access for foreigners, so think integration is some way off."

The new west African regional bourse, which opened last week in Abidjan, may serve as a model for other regions in Africa.

With a market capitalisation around the \$1.5bn mark,

the Bourse Régionale des Valeurs Mobilières will serve Benin, Burkina Faso, Ivory

Coast, Mali, Niger, Senegal and Togo, which together with Guinea-Bissau form the West African Economic and Monetary Union.

In the initial stages, the BRV will operate under a provisional electronic trading system, with national exchange offices in member countries faxing in their orders.

Eventually, all national offices will be linked to the automated bourse via a satellite transmission system.

Alexander Holcroft at Flemings said: "This kind of arrangement broadens the market and allows for critical mass. Another benefit of this will be, going forward, the uniform trading, custody and settlement across the region."

With the exception of Zimbabwe, where the industrial index has declined by 78.2 per cent in dollar terms this year, mainly for domestic reasons, the region as a whole has remained attractive to investors in spite of the downturn in emerging markets.

While the IFC emerging markets index has fallen by around 37 per cent in dollar terms over the last year, markets such as Ghana have moved strongly ahead.

That bourse has risen by 80 per cent in dollar terms in the last year, while Botswana and Nigeria have also outperformed the IFCL.

Jonathan Garner, director of emerging markets strategy at Flemings said: "These markets are becoming more and more relevant because they are able to make positive dollar returns. The Middle East and Africa now accounts for around 12 per cent of emerging markets capitalisation, a ratio which has doubled in the last year."

NEWS DIGEST

CEMENT

Cemex revives bid for stake in Semen Gresik

Cemex, the Mexican cement company, has renewed its bid for a stake in Indonesia's largest cement factory even though it can now buy only a minority stake.

Cemex bid \$114.6m, or \$1.38 a share, for a 14 per cent stake in Semen Gresik, a partially privatised cement company. The government rejected an earlier bid by Cemex, also at \$1.38 a share, for 35 per cent after it bowed to public protests at two plants. As the government only holds 65 per cent, Cemex would have been able to buy 16 per cent on the market and obtain majority control if the sale had gone ahead as planned. Cemex said it now aimed to buy at least 6 per cent on the market, giving it 20 per cent. Cemex still faces possible counterbids next week, however, from Holderbank, Heidelberg and Lafarge.

Shares in Semen Gresik jumped from Rp7,150 to Rp7,425 yesterday in expectation of Cemex purchases on the exchange, Sander Thoenes, Jakarta

ELECTRONIC TRADING

CME launches new system

The Chicago Mercantile Exchange is to begin trading tomorrow on Globex 2, its new electronic trading system, at the start of a link-up with Matif, the French derivatives exchange.

The CME and Matif alliance follows an exchange of trading technologies, which allows members of each market to trade the other's products on a single system. Globex 2 is based on technology originally developed by Matif. Daily trading on the new system will begin after business ends on the CME's open outcry trading floor, and the exchange says Globex 2 will allow for almost 24-hour trading.

The Chicago Board of Trade, the CME's US rival, also unveiled new technology yesterday with the launch of MarketPower, an interactive trading system for US treasury bonds. The CBOT said the new system would enable investors to cut costs by providing investors with instant access to prices and trading volumes in the US government bond market, the most liquid market of its type in the world. Vincent Boland

INVESTMENT BANKING

SSB recruits from rivals

Salomon Smith Barney, the US investment bank, has hired five people from rival securities houses in an effort to strengthen its corporate advisory and debt origination businesses for the UK and Ireland.

In the mergers and acquisitions sector, Matthew Ponsonby joins from Deutsche Bank as a director of the UK and Ireland coverage group headed by Anthony Nelson. Philip Keevil's European M&A team is adding Steven Fobel, formerly of ING Barings, as a director, and Anthony Parsons and David Smith, both from Deutsche, as vice presidents. Pipa Mason is leaving Warburg Dillon Read to join Salomon's debt capital markets team as a vice president responsible for origination in the UK and Ireland. Clay Harms

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Price for electricity determined by the Bureau of the Electricity Trading and Marketing Council in England and Wales

Product Price to Electricity Trading and Marketing Council in England and Wales

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Panic might ease

By Simon Kuper

The president's future looks brighter than it did a week ago. Admittedly a painful videotape of his testimony to a grand jury about his private life is released today, but most of the public seems to want him to stay in office. A fading of the uncertainty should help Wall Street and thus the dollar.

The Brazilian question appears open. The International Monetary Fund and western governments are clearly trying to find support for the Real but a currency can collapse very quickly, as countries from Russia through Venezuela to Thailand have found recently.

Last week the notion faded that the Federal Reserve might cut rates. Alan Greenspan, Fed chairman, said there was no concerted international plan to loosen monetary policy but he also said deflationary pressures seemed to be increasing.

There is a paucity this week of data on economic growth, which would reveal whether or not the world is tumbling into recession.

WORLD INTEREST RATES

MONEY RATES

Sep 18	Over night	One month	Three months	Six months	One year	Longer	Dis. rate	Repo rate
Belgium	3%	3%	3%	3%	6.00	2.75	-	-
weekago	3%	3%	3%	3%	6.00	2.75	-	-
France	3%	3%	3%	3%	4.00	3.00	-	-
weekago	3%	3%	3%	3%	4.00	3.00	-	-
Germany	3%	3%	3%	3%	4.00	2.50	3.30	-
weekago	3%	3%	3%	3%	4.00	2.50	3.30	-
Ireland	6%	6%	6%	6%	4%	4%	-	-
Italy	6%	6%	6%	6%	4%	4%	-	-
weekago	6%	6%	6%	6%	4%	4%	-	-
Netherlands	5%	5%	5%	5%	4.50	3.20	-	-
weekago	5%	5%	5%	5%	4.50	3.20	-	-
Spain	6%	6%	6%	6%	4.50	3.20	-	-
UK	6%	6%	6%	6%	4.50	3.20	-	-
weekago	6%	6%	6%	6%	4.50	3.20	-	-
America	1.6844	-0.003	0.001	0.001	0.001	1.0774	-	-
Canada	1.2999	-0.001	0.001	0.001	0.001	1.3077	-	-
weekago	1.2955	-0.001	0.001	0.001	0.001	1.3068	-	-
New Peru	17.1228	-0.2007	0.01	0.01	0.01	16.9219	-	-
USA	1.1655	-0.0038	0.001	0.001	0.001	1.1675	-	-
Weekend	1.1630	-0.0038	0.001	0.001	0.001	1.1650	-	-
Mon	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-
Tue	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-
Wed	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-
Thu	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-
Fri	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-
Sat	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-
Sun	1.1620	-0.0038	0.001	0.001	0.001	1.1650	-	-

POUND SPOT FORWARD AGAINST THE POUND

Sep 18	Closing mid-point	Change on day	Bid/offer spread	High	Day's mid low	One month	Three months	One year	Bank of England
	Rate	%p.p.		Rate	Rate	Rate	Rate	Rate	Rate
Europe	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Austria	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Belgium	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Denmark	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Finland	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
France	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Germany	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Greece	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Ireland	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Italy	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Portugal	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Spain	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Sweden	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
UK	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Switzerland	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Mon	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Tue	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Wed	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Thu	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Fri	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Sat	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250
Sun	828	20.0555	-0.003	490.806	20.0785	19.9875	19.9973	3.8	19.4250

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Sep 18	Closing mid-point	Change on day	Bid/offer spread	High	Day's mid low	One month	Three months	One year	Bank of England
	Rate	%p.p.		Rate	Rate	Rate	Rate	Rate	Rate
Europe	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0044
Austria	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Belgium	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Denmark	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Finland	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
France	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Germany	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Greece	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Ireland	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Italy	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Portugal	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Spain	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
Sweden	828	11.0028	-0.003	890.043	11.0010	11.0010	11.0012	2.1	11.0070
UK	828								

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES									
<i>Notes</i> Price change Dr Dividends paid									
Glenfiddich 18 18.5% 18.5% 18.5%									
Glenlivet 12 12.5% 12.5% 12.5%									
Glenmorangie 10 10.5% 10.5% 10.5%									
Glenrothes 10 10.5% 10.5% 10.5%									
Gordon & MacPhail 10 10.5% 10.5% 10.5%									
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LONDON SHARE SERVICE

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WORLD STOCK MARKETS

Highs & Lows shown on a 52 week basis

EUROPE																	
AUSTRIA (Sep 18 / So)																	
Austria 361 -29 45.05 265 14 13.0																	
Austria 700 -1 618 617 40 10.0																	
DWT 2,000 -1 13 15.06 14 12.7																	
Energie 879 -13 15.06 14 12.7																	
EWE 651 -7 15.06 14 12.7																	
E.ON 823 -7 15.06 14 12.7																	
EWI 1,797 2,70 4,570 2,150 14 17.0																	
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FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The Indices are compiled by FTSE International Limited and Standard & Poor's in conjunction with the Faculty of Actuaries.

Acuities and the measure of Activities: NATIONAL AND

REGIONAL MARKETS		FRIDAY SEPTEMBER 18 1986							
Figures in parentheses show number of lines of stock		US Dollar Index	% chg since 3/1/297	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg from 3/1/297	Gross Div. Yield
Australia (72)		173.46	-13.3	152.63	145.64	152.54	195.56	-4.3	3.03
Austria (22)		181.29	-4.1	158.52	159.42	159.23	188.6	-8.6	2.12
Bulgaria (22)		359.90	36.7	310.52	296.30	310.34	303.73	30.6	2.26
Brazil (26)		137.35	-42.4	120.85	115.32	120.78	208.52	-36.1	3.94
Canada (119)		177.38	-16.5	156.08	148.93	155.99	198.33	-10.8	2.04
Denmark (34)		445.83	-0.4	382.28	374.22	382.06	391.06	-6.2	1.66
Finland (28)		304.49	41.8	247.12	331.22	346.91	426.55	34.0	2.15
France (78)		262.54	18.1	248.61	257.22	248.46	257.38	11.3	2.50
Germany (55)		258.52	10.5	223.07	212.85	222.94	222.94	4.0	1.43
Greece (37)		261.59	0.0	230.18	216.63	230.04	545.18	0.0	1.73
Hong Kong, China (66)		225.75	-36.8	198.84	198.54	198.52	224.53	-35.8	0.73
Indonesia (28)		20.96	-60.3	18.44	17.59	18.43	142.69	-35.9	4.58
Ireland (16)		422.68	5.3	371.93	354.89	371.71	402.68	1.4	2.35
Italy (54)		141.36	20.1	124.38	118.88	124.31	176.47	13.8	1.66
Japan (489)		83.49	-12.4	73.48	73.48	73.42	70.70	-10.5	1.12
Malaysia (106)		112.16	-31.8	98.89	94.17	98.63	164.14	-38.4	3.77
Mexico (29)		95.29	-44.8	87.75	85.55	87.25	1106.47	-30.4	2.46
Netherlands (27)		432.63	5.5	380.57	383.23	380.44	378.69	-0.7	2.47
New Zealand (14)		48.40	-36.6	42.59	40.84	42.57	50.88	-27.2	6.04
Norway (37)		210.20	-34.2	184.95	178.49	184.85	213.95	-33.1	2.94
Philippines (22)		47.11	-40.6	41.45	39.58	41.43	103.08	-34.6	1.58
Portugal (18)		243.31	0.0	214.08	204.28	213.96	286.70	0.0	1.13
Singapore (41)		119.20	-47.1	104.88	100.08	104.82	94.82	-45.5	3.20
South Africa (38)		168.31	-36.2	148.98	142.15	148.89	227.31	-18.5	1.98
Spain (31)		304.95	12.2	268.36	258.07	268.20	332.11	5.4	2.30
Sweden (49)		442.21	-5.8	385.10	371.27	388.87	513.34	-6.9	2.90
Switzerland (26)		303.70	6.7	320.02	305.36	319.83	313.73	1.8	1.33
United Kingdom (210)		9.66	-40.9	8.51	8.12	8.51	15.27	-57.6	5.17
USA (622)		251.90	0.0	262.05	278.97	261.87	292.05	-2.3	3.35
		416.76	5.1	368.71	349.91	366.50	416.76	5.1	4.00
Argentina (79)		371.51	3.2	326.90	311.92	326.70	316.03	3.6	1.81
Europe (745)		309.65	7.1	272.45	299.96	272.30	280.54	24	2.41
Euroline (531)		88.07	0.0	78.37	74.78	78.32	84.75	0.0	2.03
Finland (148)		408.97	-0.8	359.86	343.37	359.54	407.45	-3.4	2.20
Pacific Basin (859)		88.51	-16.4	77.88	74.31	77.83	75.59	-14.2	1.89
Asia-Pacific (1609)		180.58	-0.9	158.80	151.52	158.80	152.51	-3.4	2.26
North America (741)		400.72	4.2	352.50	336.45	352.38	401.65	4.5	1.92
Europe Ex. UK (536)		268.24	11.0	253.62	242.00	253.47	266.84	5.2	1.84
Europe Ex. Eurozone (355)		95.05	0.0	74.84	71.41	74.79	83.24	0.0	2.79
Europe UK Ex. Eurozone (185)		86.09	0.0	75.76	72.29	75.71	82.55	0.0	1.84
Pacific Ex. Japan (563)		140.83	-29.7	123.92	118.24	123.95	148.47	-26.1	4.93
World Ex. Eurozone (2093)		87.42	0.0	76.92	73.40	76.88	87.51	0.0	1.89
World Ex. US (1822)		100.44	-3.1	98.77	151.50	108.68	156.98	-4.7	2.28
World Ex. UK (2230)		248.50	1.2	219.54	208.48	218.41	226.14	0.6	1.74
World Ex. Japan (1554)		342.57	2.8	301.43	287.63	301.26	333.11	1.7	1.98

compiled by FTSE International Limited and Standard & Poor's in conjunction with the Faculty of

Emerging markets:

IFC investable indices

Better terms

AFRICA

SOUTH AFRICA (Sep 18 / Rand)

		+/-	High	Low	Td	PE
AGSABp	21.80	+1.50	51.20	15	3.8	8.0
AGSAC	24.50±0.8	+0.50	26.80	12.80	3.7	10.3
Allied	8	-2.5	10.5	5	5.0	10.2
Ariele	7.82±0.10	+1.50	19.0	6.5	7.1	5.1
Antecol	20.0	-2	31.2	18.4	5.5	4.7
AngAri	17.72	-1	28.9	14.8	4.3	8.1
AngCol	22.50	-1	34.0	17.1	4.5	11.2
AngPac	50	-2.5	47.25	35	5.3	4.8
AngPac	50	-2.5	47.25	35	5.3	4.8
AngPac	50	-2.5	47.25	35	5.3	4.8

11 MERGERS

AMERICAS
MAY 2000

TORONTO (Sep 18 / Can \$)				Prices supplied by Estat, part of FT Information	
1 pm close					
Sales				/ - High	Low
308534 AdmB C	14.85	+25	2.25		
308500 AppCntr	5.25	-15	14.4	4.71	
652213 AirCdn	7	-1	15.4	5.5	
471643 Adscr	32.3	+5	35.6	32.3	
652210 Archi C	35.5	+25	39.3	32.2	

NOTES - Prices on this page are as quoted on the London Stock Exchange. All prices are unrounded prices. * Cashmark high and low & Doings suspended, as far disclosed, as far as known, at 8:30 a.m., on the date shown. † Period in U.S.

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Sector	SETT		Previous 17-09-1998	Change on day	% Change	BSE MSE		
	18-09-1998	-				18-09-1998	17-09-1998	
Financials	USD	1711.84	1711.18	-17.48	-10.30	-1.51	2451.80	1354.45
BK-FIN	DEM	2022.21	2022.00	2020.32	-16.63	-0.51	3001.15	1647.19
No-concrete products	DEM	1502.95	1502.12	1501.45	-16.52	-1.02	1768.22	1163.48
M-GOODS	DEM	1871.23	1865.00	1857.05	-11.45	-1.55	2105.63	1285.43
Gas	USD	1227.34	1222.01	1217.24	-4.63	-1.32	1613.95	1124.36
M-OIL	DEM	1453.40	1457.00	1456.84	-16.54	-1.13	2077.16	1286.72
Plastics-Chemicals	USD	1304.04	1307.50	1412.18	-11.62	-2.38	1810.65	1277.00
M-PHARMA	DEM	1575.25	1521.00	1557.58	-21.55	-1.38	2115.51	1475.94
Telecom	USD	1910.35	1910.32	1917.50	-11.35	-0.70	2457.22	1588.13
M-BELCO	DEM	2304.43	2307.00	2317.72	-10.65	-0.45	3072.25	2358.13

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companies whose reports you
request to (International Ad
Reports will be sent the next
day to availability. You can also
www.jcbinc.com/cgi-bin/tr

GLOBAL EQUITY MARKETS

US INDICES										US DATA										JAPAN										FRANCE																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
Over Jours	Sep 18	Sep 17	Sep 16	1998	High	Low	Since compilation	High	Low	Over Jours	Sep 18	Sep 17	Sep 16	1998	High	Low	Since compilation	High	Low	Over Jours	Sep 18	Sep 17	Sep 16	1998	High	Low	Since compilation	High	Low																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
Industrie	7095.59	7072.77	7069.78	7069.78	7330.07	7330.07	41.22	7330.07	7330.07	Home Bonds	100.05	105.21	105.71	105.71	104.42	104.42	54.58	104.42	104.42	Transport	2614.57	2613.26	2614.13	2614.13	2612.75	2612.75	24.23	2612.75	2612.75	Utilities	235.98	224.24	223.98	223.98	225.05	225.05	26.40	225.05	225.05	DJ Int. Corp. Indx 1022.29	1021.99	1021.98	1021.98	1021.98	1021.98	1021.98	1021.98	1021.98	DJ Int. Corp. Indx 1022.29	1021.99	1021.98	1021.98	1021.98	1021.98	1021.98	1021.98	1021.98	Standard & Poor's 500	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.05	357.05	12.36	357.05	357.05	Russell 2000	361.41	359.41	361.41	361.41	359.45	359.45	12.36	359.45	359.45	RTSE Comp.	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.05	357.05	12.36	357.05	357.05	Russell 2000	361.41	359.41	361.41	361.41	359.45	359.45	12.36	359.45	359.45	RTSE Comp.	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.05	357.05	12.36	357.05	357.05	Russell 2000	361.41	359.41	361.41	361.41	359.45	359.45	12.36	359.45	359.45	RTSE Comp.	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.05	357.05	12.36	357.05	357.05	Russell 2000	361.41	359.41	361.41	361.41	359.45	359.45	12.36	359.45	359.45	RTSE Comp.	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.05	357.05	12.36	357.05	357.05	Russell 2000	361.41	359.41	361.41	361.41	359.45	359.45	12.36	359.45	359.45	RTSE Comp.	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.05	357.05	12.36	357.05	357.05	Russell 2000	361.41	359.41	361.41	361.41	359.45	359.45	12.36	359.45	359.45	RTSE Comp.	1020.09	1018.87	1045.48	1018.85	1017.95	1017.95	4.40	1017.95	1017.95	Industrial	1213.04	1209.22	1209.41	1209.41	1208.48	1208.48	1.52	1208.48	1208.48	Financial	1107.6	1112.6	115.72	115.72	112.35	112.35	7.13	112.35	112.35	Others	907.54	906.21	910.13	910.13	906.75	906.75	4.48	906.75	906.75	RTSE Comp.	627.16	621.26	623.12	623.12	623.07	623.07	5.20	623.07	623.07	Amer. Corp.	-1863.77	1645.26	1691.91	1691.91	1649.22	1649.22	54.07	1649.22	1649.22	NASDAQ Corp.	363.25	355.29	355.85	355.85	357.0

FT GUIDE TO THE WEEK

MONDAY 21

Progress reports

The United Nations committee on the rights of the child begins a three-week session in Geneva to examine states' compliance with the UN convention on children's rights. The 1989 convention has 181 members, more than any other human rights convention, with only the US and Somalia failing to ratify. The five countries whose reports will be examined this session are Ecuador, Iraq, Bolivia, Kuwait and Thailand.

EU-ACP discussions

The European Parliament and African, Caribbean and Pacific countries hold a joint assembly in Brussels which will discuss subjects including fisheries, the effects of the single currency, debt, education and training, health, environment and biodiversity, biotechnology and post-conflict rehabilitation.

UN reassembly

The United Nations General Assembly is scheduled to start its general debate, in which foreign ministers and other senior officials deliver policy statements.

Holidays

Armenia, Malta, Israel.

TUESDAY 22

IT jobs gap

High unemployment is one of Europe's biggest problems, yet tens of thousands of jobs in the information technology sector remain unfilled because of a shortage of skilled workers. Dr Martin Bangemann, European commissioner for IT and

"Do the recent's compa have The Simon head - and confid regior

Pedraig Flynn, employment commissioner, address the problem in a meeting hosted by Microsoft in Brussels with 200 senior representatives of IT companies, national governments, think tanks and academics.

Obuchi meets Clinton

Keizo Obuchi, Japan's prime minister, meets Bill Clinton, the US president, in New York. The two will exchange views on Japan's economic revitalisation policy, the international economic situation, and Japan-US security ties. Mr Obuchi will be able to brief Mr Clinton on Japan's recent progress towards a final agreement over a set of banking bills to stabilise its financial industry.



Helmut Kohl, German chancellor for the past 16 years, faces the most serious challenge yet to his leadership, from Gerhard Schröder's Social Democrats, in Sunday's election

Trade disputes

The dispute settlement body of the World Trade Organisation meets in Geneva. Among high-profile disputes on the agenda are requests by Japan and the European Union for a panel to investigate sanctions imposed by the US state of Massachusetts on companies doing business with Burma. The US and five Latin American banana producers also want a panel to examine EU proposals for reforming its banana import regime.

Church birthday

The Geneva-based World Council of Churches celebrates its 50th anniversary. Participants in the official ceremony, whose theme is "Justice and human rights in the 21st century", include Swiss president Flavio Cotti, Sadako Ogata, UN High Commissioner for Refugees, and Archbishop Desmond Tutu of South Africa.

Fixed income facts

Paul Mortimer-Lee, chief economist of Paribas Capital Markets and David Lavey, managing director and co-head of the Sovereign Risk Unit at Moody's Investors Service are among speakers at a two-day London conference on international fixed income markets. Contact 0171 915 5103.

FT Survey

Ireland.

Holiday

Israel.

WEDNESDAY 23

Talking business

The International Chamber of Commerce holds a two-day meeting in Geneva at which business executives and heads of international organisations will discuss the management of globalisation in the light of the financial crisis and fears of world recession. The meeting, termed the Geneva Business Dialogue, stems from a call by UN secretary-general Kofi Annan for a closer partnership between the UN system and the private sector.

FT Surveys

FT Exporter (UK and European editions only); Office for the Future.

Holiday

Japan.

THURSDAY 24

Jobs crisis

The International Labour Organisation publishes its latest World Employment

Report. The ILO says economic growth since 1996 has failed to make a dent in joblessness, while the crisis in east Asia has thrown millions more out of work. The ILO emphasises the importance of training in helping vulnerable groups including the young, unskilled workers, disabled people and women.

FSA explains itself

Britain's Financial Services Authority, which under new legislation will take over the work of nine existing financial sector regulators, holds a conference to explain to the financial services industry how it intends to fulfil its statutory objectives covering market confidence, consumer awareness and protection, and the reduction of financial crime. FSA chairman Howard Davies and Stephen Byers, chief secretary to the Treasury, are among speakers at the conference. Contact 01483 720 707.

WTO plans ahead

The World Trade Organisation in Geneva holds a special general council meeting to begin preparations for its next ministerial meeting in 1999 which will launch new global trade talks. The ministerial meeting, to be held late next year in the US, will have to decide whether to add more topics to the already programmed talks on agriculture and services, and whether to have a single "round" or more staggered negotiations. Today's

general council meeting will also discuss a WTO work programme on electronic commerce over the coming year.

Holidays

South Africa, Spain.

FRIDAY 25

Slovaks go to vote

Slovaks go to the polls today and tomorrow in an election that could see the first defeat of prime minister Vladimír Mečiar since the fall of communism in 1989. The last opinion poll gave the combined opposition, which has agreed to co-operate, around 60 per cent of the vote against 34 per cent for the governing coalition. Opposition parties have complained of bias on the state-run TV and radio stations and have also said they will run their own election count to ensure there is no fraud.

Financial problems

World financial problems will dominate discussions when European Union finance ministers gather in Vienna for a two-day "informal" meeting. Rudolf Edlinger, finance minister of Austria, holder of the rotating EU presidency, will update ministers on developments in Russia following a planned visit there during the week.

FT Survey

Brazilian Finance and Investment

SATURDAY 26

Chess in a mess

The controversial 33rd World Chess Olympiad for men's and women's teams opens at Elista, capital of Kalmykia, a semi-autonomous Russian republic near the Caspian Sea. It is the brainchild of Kirsan Ilyumzhinov, president of both Kalmykia and of the International Chess Federation, who



expects to house nearly 200 teams in a specially constructed Chess City until the tournament ends on October 13. The murder of a journalist, reports that Chess City is only partly built and the republic's dispute with Moscow over unpaid taxes have tarnished the event's credibility, and several grandmasters have withdrawn.

Holiday

Malta.

SUNDAY 27

Kohl's crossroads

Germany votes to decide its government for the next four years. After 16 years as chancellor, Helmut Kohl is fighting for re-election against a strong challenge from Gerhard Schröder, the Social Democratic candidate. Opinion polls have put Mr Schröder ahead but in Bavaria's state elections earlier this month pre-poll projections proved inaccurate. Mr Schröder has paid tribute to Mr Kohl's past achievements, but says the chancellor has been in office too long. Germany's electoral system, however, means Mr Schröder would almost certainly have to form a coalition, with the environmental Green party – or even with Mr Kohl's Christian Democrats. Mr Kohl's fate could be decided by the results of other small parties besides the Greens.

Party problems

The leadership of Britain's Labour party could face a setback at the start of its annual conference in Blackpool if, as feared, a number of leftwing candidates win places on the ruling national executive committee. The leadership is also likely to face a rough ride over the government's handling of the economy and electoral reform. But changes to the conference procedures should limit public rows.

Compiled by Roger Beale

Fax 44 171 873 3196

ECONOMIC DIARY

Statistics to be released this week

Day	Economic indicator	Median forecast	Previous Actual	Day	Economic indicator	Median forecast	Previous Actual
Mon 21	G2 gross domestic product*	0.7%	-0.1%	Fri	Sep consumer price index (Tokyo)	-0.3%	0.0%
Sep 21	G2 gross domestic product**	1.3%	2.5%	Sep 25	Sep core* price index ex-perishables*	-0.3%	0.1%
Mon 21	Canada Jul retail sales*	0.8%	-1.7%	Japan	Aug consumer price index (London)	0.0%	-0.1%
Tues 22	Japan Jul coincident index	10.0%	30.0%	Japan	Aug core* price index ex-perishables**	0.0%	-0.1%
Sep 22	Japan Jul leading differential index	50.0%	30.0%	France	Aug consumer price index (Paris)	0.2%	-0.4%
Wed 23	France Jul trade balance†	FF14bn	FF15.0bn	France	Aug consumer price index (Paris)	0.7%	0.8%
Wed 23	Canada Jul interbank securities transactions	-C\$1.0bn	C\$0.4bn	Italy	Jul unemployment rate	11.3%	12.5%
Sept 23	Canada Aug leading indicators*	0.2%	0.3%	UK	Aug EU harmonised core price index	-1.5%	N/A
Thurs 24	France Jul household consumption**	-2.8%	0.2%	US	Aug personal income	0.8%	N/A
Sep 24	France Aug household consumption†	-1.0%	N/A	US	Aug personal consumer expenditure	0.5%	N/A
UK	G2 final gross domestic product	0.5%	0.5%	US	Aug existing home sales	-4.85m	-4.85m
UK	G2 real gross domestic product	2.6%	2.8%	During the week...			
UK	G2 current account	-£2bn	-£3.2bn	Germany	Aug producer price index*	-0.1%	-0.2%
UK	Sep G2 industrial trends	N/A		Germany	Aug producer price index**	-0.7%	-0.9%
US	G2 gross domestic product final	1.8%	1.8%	Russia	Aug consumer price index	21.1%	4.2%
US	G2 gross domestic product final price index	0.8%		Germany	Aug Hesse cost of living	0.9%	
US	Initial claims Sep 19	308k	298k	Germany	Sep Nord Rhine Westfalia cost of living	0.8%	
US	State benefits Sep 12	2203k		Germany	Sep Bremen cost of living	0.9%	
US	G2 after tax corporate profit final	0.3%		Germany	Sep Baden Wurt cost of living	0.9%	
US	Aug durable orders	0.1%	2.4%	Germany	Aug import prices*	-9.4%	-10.4%
US	Aug durable shipments	-0.2%		Germany	Aug import prices**	-9.4%	-9.9%
US	Aug treasury budget	-\$17.0bn	-\$24.1bn	Japan	Sep trade balance (first 10 days mth)	-Y200m	
US	M1 week ended Sep 14	-\$3.8bn	-\$13.5bn	Germany	Sep pell cost of living (west)	-0.4%	-0.4%
US	M2 week ended Sep 14	\$8.7bn	\$23.7bn	Germany	Sep pell cost of living (west)	0.0%	-0.7%
US	M3 week ended Sep 14	\$9.7bn	\$36.2bn	From month to year on year, %pt on qtr, seasonally adjusted			

MONDAY PRIZE CROSSWORD

No.9,792 Set by GRIFFIN

A prize of a Tombow Luces fountain pen and rollerball set, worth £125, will be awarded for the first correct solution opened. Solutions by

Thursday October 1, marked Monday Crossword 9,792 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution

on Monday October 5. Please allow 28 days for delivery of prizes.

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Solution 9,790

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FINANCIAL TIMES

No FT, no comment.

JOTTER PAD

Next week
Competitive bidding

World market